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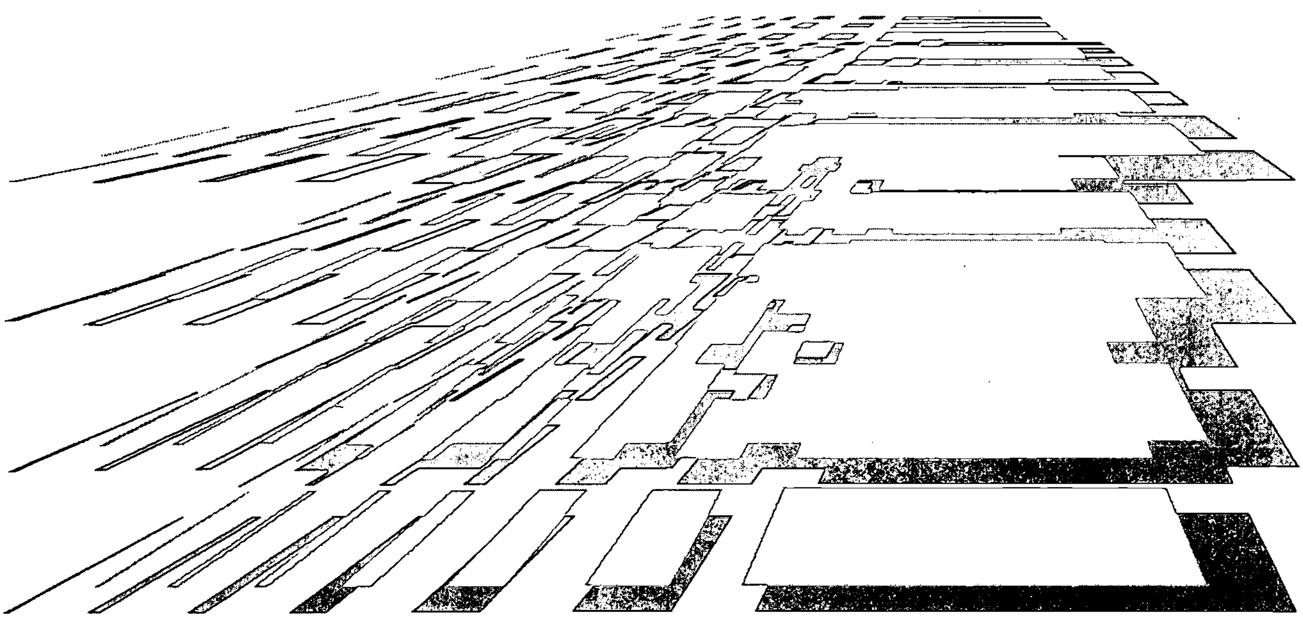
ABSTRACT

This guide is designed to help community program developers and planners plan and prepare successful proposals for project funding. Part 1, which examines the strategic planning required before a proposal is written, examines the processes of assessing needs (empirical data collection, common sources of statistical data, and data analysis and interpretation) and developing strategies. Discussed in part 2 are the following steps in preparing for a proposal request: obtaining local support and determining possibilities of renewal; getting expert advice/technical assistance; locating funding sources (government agencies, corporations, and foundations); and submitting the proposal (selecting proper funding agencies, timing proposals, identifying contacts/decision makers, and tracking contacts). Section 3 begins with a list of proposal writing tips and describes the following proposal components: cover letter, summary, introduction, problem statement, objectives, methodology, and evaluation. Part 4 explains the essential elements of a complete, well-structured budget (with special emphasis on typical line item costs and the concepts of matching share, cash flow, and future funding), and part 5 lists elements typically included in a proposal's appendix. Concluding the guide is an annotated bibliography of 61 sources of funding information, technical assistance guides, and electronic resources for grantseekers. (MN)

Proposal Writing

The Basic Steps in Planning and Writing a Successful Grant Application



Illinois Department of Commerce and Community Affairs
Office of Policy Development, Planning and Research

PROPOSAL WRITING

The Basic Steps in Planning and Writing a Successful Grant Application

Written by Eric Rinehart and Barbara Bouie-Scott
Edited by Melissa Pantier

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Dennis R. Whetstone — *Director*
Jim Edgar — *Governor*
Bob Kustra — *Lt. Governor*

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INTRODUCTION

Not-for-profit organizations rely on outside financial support to maintain, expand, or create programs and services. A need that so many of these organizations have is the ability to put together grant-winning proposals. Successful proposal writing is not complicated. It does, however, take a considerable amount of preparation and good organization.

The purpose of this development guide is to help community program developers and planners with the basic elements and concepts in planning and preparing winning proposals for project funding. This guide begins with a pre-proposal section which describes the initial action to be taken in developing a proposal. The next section details planning the proposal. The third section instructs, step by step, how to organize and write the proposal. Section four discusses submission of a complete, well-structured budget. Section five addresses the typical items included in an Appendix to the proposal. The final section lists various resource documents to assist in searching for foundation and corporate support, proposal writing guides, electronic resources, and newsletters and periodicals.

Organizations can be more successful with their grant-seeking activities if they:

- Have clear and concise understanding of their purposes, missions, and goals;
- Engage in systematic planning and program development activities;
- Develop strategic plans for meeting short-range goals, realistically design and activate strategies for meeting long-term goals; and
- For the most part, do not attempt to develop and implement programs that are clearly outside the realm of their overall mission.

Before writing a proposal or completing a grant application, a grant-seeking organization must engage in adequate preliminary research and pre-proposal work. Individuals responsible for planning and program development must not only have clear understanding of the organization's mission and goals, but also have knowledge and insight of its administrative, fiscal, and programmatic capabilities. It is also important that an organization's proposal reflect basic research undertaken by the organization. This means being aware of the programs and services currently provided in the community for the target population, and the real, not imagined, service gaps which may exist.

The grant-seeking organization should carefully consider the many questions which every funding agency wants answered. Because many funding agencies, particularly foundations, do not have standard application forms or set formats, these responses should automatically be incorporated within the body of the proposal. For example, the Chicago Community Trust and other private and civic groups generally pose such questions as:

Background Information

- Who is the organization seeking funds, and what is its history?
- What qualifications show the organization can perform this program?

- What is the relationship of the organization's board of directors in the formation of policies?
- Was the board actively involved in the development of the project?
- Did the board approve the project and is it solidly committed to its implementation?

Purpose and Objectives

- What need is the organization seeking to meet?
- Is the problem to be addressed clearly defined?
- What is the proposed program?
- What are the specific objectives of the program, and what activities will be carried out to achieve the objectives?
- What is the project's timetable, and is it realistic?
- What is the target population for the project, its size and geographical boundaries?
- Did the target population have input in the project's development? Overall, how will the target population benefit from the project?
- How does this project differ from similar programs or services, how is it unique or different?

Administration and Management

- How is the organization going to implement and manage the program? Where does the project fit within the current management and organization structure?
- Is there adequate staffing or will additional or specialized staff be hired to implement and operate the project?
- What are the qualifications of key staff to be involved in the project?

Evaluation

- What means will be employed to ensure that the stated needs and corresponding objectives are met?
- What provisions have been made to evaluate the program? Will project results be shared with others?

Budget

- How much will the project cost in total, and how much is being requested of the funding agency?
- Will the requesting organization contribute in-kind or cash to the project?
- Has the organization requested funds from other entities, i.e., government agencies, foundations, corporations, others? What is the status of each request?
- What consideration has been given to future funding and possible sources of funding?

In seeking funds, the organization should be clear in proposing what it will do. It should ask for resources which it obviously has a critical or pressing need to address. It should be certain of

real community needs and should consider the existence of established services within a community that carry out related services.

In reviewing proposals, funders look to see if the ideas presented have been well thought out, and how the project relates to the overall goals and activities of the organization.

In addition to looking at the project idea itself, funders also look at the organization and the principals involved with policies and procedures and daily operations. Community involvement in the organization's decision making process is a vital concern to many funders who look at the composition of the board of directors and advisory committees to gauge active or passive community input. Funders may, as a routine, inquire if an organization's board or central committee has approved a proposed project. Some funders have been known to contact the chairman or members of a board to find out if the directors are aware of the organization's requests for project funding. Board knowledge and approval are important elements and of critical concern to funders.

PART I. STRATEGIC PLANNING

ASSESSING NEEDS

A proposal is a written expression of, and proposed solution to, a problem. It must present a persuasive argument for the organization's case. The needs assessment or problem statement forms the basis for the development of the project and the request for project funding. Thus, the needs assessment becomes a critical component of a proposal.

For its preliminary research, an organization must collect background facts and data to support the information presented in this segment of the proposal. A successful proposal makes it evident that an organization has done its homework.

Proposal reviewers welcome the use of documentation to support the claim or claims asserted in a needs assessment and problem statement. They do not, however, want to be inundated with statistical data. Local data that has been collected by area organizations, educational institutions, local government, or your own organization may be valuable. Colleges, universities, municipal planning departments and state agencies may have student interns willing to work on such a project. Several federal agencies also have statistical data on hand, as do many professional organizations.

When presenting statistical information, remember that national statistics can be used for comparative and supportive purposes. There should always be differentiation between source data that is national in scope and data that is specific to the local area or community under study.

An organization gathers data concerning the target area and population in order to identify those areas in need of improvement. Statistical information can help an organization gauge the number of persons involved. Empirical information (client surveys, public opinion polls, etc.) is the usual method for determining how strongly people feel about any area of concern. The combination of raw data and public opinions is a necessity to understanding the extent of a problem.

Empirical Data Collection

There are numerous methods and techniques for determining and analyzing community or neighborhood needs. Much will depend on the organization's level of sophistication, human resources, fiscal constraints, and time factors. Various methods are used to empirically determine the types of community needs, including:

<u>Personal Observation</u>: Each of us is familiar with case histories, personal experiences, and verifiable stories suggesting areas for improvement in a community. Organizations could poll their board members or advisory council members on the types of problems known to them. Organization staff can provide personal observations, since they are dealing on a day to day basis with clients.

Many organizations hold interagency meetings and attend public hearings. These become another method of determining people's opinions of local needs. All that is required is that someone list the concern, who was affected, and how they proposed (if they did) that the situation be remedied. This technique has the advantage of being inexpensive to administer although it is limited in scope. Increasing the number of persons who provide personal observations will expand the potential for defining local concerns.

Aggregation of Reports: Organizations often operate "hot lines" and use telephone logs and intake forms to determine service needs of their clientele. These records, telephone logs and intake forms reflect the problems and concerns of local residents. By tabulating the client needs as determined on these reports, an organization can determine the types of problems that the client has. This method of determining clients' needs can be time consuming, but it is a more accurate indicator of need than simple personal observation.

Community Surveys: An excellent method for determining community needs is to conduct a community survey. For grassroots or neighborhood organizations, the survey need not be an extremely sophisticated instrument. A door to door canvass or a public forum provides an ideal chance to question clients on their needs. A series of concise and specific questions regarding the depth of a problem, the quality of public responses and residents' assessments of critical service gaps may suffice.

Such a survey requires more time to administer than personal observations, but offers the advantage of direct client input. Carefully structured, a methodical survey can provide invaluable information about community needs. When sufficient time is available, securing assistance from a local college, university, or government planning department in devising survey questions or providing other types of technical support may be the best route.

Common Sources of Statistical Data

Developing a demographic data sheet for the target community area and population is a good starting point in assessing needs. Information to complete such a report can be found through numerous sources, a few of which are listed here.

Bureau of Census -- U.S. Government Bookstore, 401 South State Street, Suite 124, Chicago, IL 60605, 312/353-5133.

¤ *"Projections of the Population of States, by Age, Sex, and Race: 1989-2010"* (Series P-25, no. 1053) -- This publication provides population projections in five year increments. Breakdowns provided by age, race and sex. Issued 1990. Price: $2.50.

¤ *"Population Projections of the United States, by Age, Sex, Race, and Hispanic Origin: 1992-2050"* (Series P-25, no. 1092) -This presents population projections by age, race, sex and Hispanic origin. Projections are based on July 1, 1991 estimates, consistent with the 1990 census. Issued 1993. Price: $6.00.

¤ *"East North Central 1988 Population and 1987 Per Capita Income Estimates for Counties and Incorporated Places"* (Series P-26, no. 88-ENC-SC) -- This document lists estimated population changes from 1980-1988 and estimated per capita income change from 1979-1985 for states (including Illinois), counties, incorporated places and active minor civil divisions. Price: $7.00.

¤ *"General Population Characteristics - Illinois"* (GPO stock number 003-024-07468-1) -- This publication lists statistics on: age, family, Hispanic origin, marital status, household relationship, race, sex, and institutionalized or other persons in group quarters (often cross-classified). Breakdown provided by population of place. Data based on 1990 Census of Population and Housing. Issued 1993. Price: $39.00.

¤ *"Summary Population and Housing Characteristics - Illinois"* (GPO stock number 003-024-07314-5) -- This lists statistics on: age, family, persons in group quarters, Hispanic origin, household relationship, race and sex. The report also includes data on the following general housing topics: congregate housing, rent, rooms in housing unit, tenure, units in structure or building, vacancy and value of home. (Topics generally are not cross-classified.) Data based on 1990 Census of Population and Housing. Issued 1991. Price: $27.00.

¤ *"Summary Social, Economic and Housing Characteristics Illinois"* (GPO stock number 003-024-08117-2) -- This document presents sample data from the 1990 Census of Population and Housing. The report features some, though not all, subjects found only in sample population data. It lists data on various social and economic topics: disability, education (enrollment and attainment), language spoken at home, migration, place of birth, veteran status, income, labor force characteristics, journey to work and work experience, as well as detailed housing data. Issued 1992. Price: $38.00.

¤ *Census Catalog and Guide 1994* -- The Catalog and Guide offers nearly complete coverage of 1990 census products. Its federal agency section describes statistical products from the Bureau of Labor Statistics, Energy Information Administration, National Center for Health Statistics, and several other agencies. Most census products are organized by subject into chapters (such as agriculture, business, and foreign trade), but a special section combines all references for the 1990 Census of Population and Housing. It indicates form of product availability, including paper copy, microfiche, computer tape reel, diskette, compact disc, online and/or FAX. It includes ordering information for all products.

This edition of the annual Catalog and Guide concludes a cumulation covering Census Bureau products from mid-1988 through 1993. The 1995 edition will start a new cumulation; few of the products in the 1994 edition will be included in the 1995 edition. May 1994. Price: $22.00.

¤ *CENDATA™* -- Many current statistics, announcements of new census products, and other information is made available on the Census Bureau's online data system, CENDATA™. (Availability of census products online is indicated in the *Census Catalog*

and Guide 1994.) CompuServe and DIALOG, information service companies, are offering CENDATA to their customers. For more information about CENDATA content and online services, call CompuServe at 800/848-8199; DIALOG at 800/334-2564; or, for content information only, Data Access and Use Branch, Data User Services Division, Bureau of the Census, Washington, D.C. 20233-8300, 301/763-2074.

¤ *FastFax* -- The Census Bureau offers excerpts from many reports and sometimes complete reports via telefacsimile (FAX) machine. (Availability of census products via FastFax is indicated in the *Census Catalog and Guide 1994*.) To access FastFax, dial 900/555-2FAX. There is a charge of $2.50 per minute while ordering -- no charge is made for the document transmittal time via FAX.

State Data Center Program -- Illinois Bureau of the Budget, 605 Stratton Office Building, Springfield, IL 62706, 217/782-1381 or 217/782-3500.

The Illinois Bureau of the Budget administers the state's lead Data Center, and five Coordinating Agencies are located around the state. Information available from the Data Centers includes data from the 1980 and 1990 federal census, the federal Bureau of Economic Analysis and Bureau of Labor Statistics, and other sources. Some of the Centers provide information on a cost-reimbursement basis. Coordinating Agency locations are:

Center for Governmental Studies
Northern Illinois University
148 North Third Street
DeKalb, IL 60115
815/753-0934

Chicago Area Geographic Information Study (CAGIS)
Department of Geography
University of Illinois at Chicago
1007 West Harrison, Room 2102 BSB
Chicago, IL 60607-7138
312/996-5274

Northeastern Illinois Planning Commission
222 South Riverside Plaza
Chicago, IL 60606
312/454-0400

Census and Data User Services
Research Services Bldg., Suite A
4950 Illinois State University
Normal, IL 61790-4950
309/438-5946

Regional Research & Development Services
Southern Illinois Univ. Edwardsville
Building 3, Room 3301-Third Floor
Edwardsville, IL 62026
618/692-3500

Access Illinois -- Access Across America, Inc., 155 Pinehurst Drive, Springfield, IL 62704, 217/698-9003, FAX 217/793-6247.

This computerized on-line information service includes information from many state agencies, the Illinois State Chamber of Commerce and other organizations which may be able to respond to inquiries and provide publications, data and other informational resources to grant-seekers. The service is free-- users only pay for the cost of the phone call. To utilize the system one must have a personal computer, communications software and a modem. The number for Access Illinois is 217/787-6255, with settings: ANSI, 8,N,1.

Illinois Department of Commerce and Community Affairs (DCCA) --620 East Adams, Springfield, IL 62701, 217/782-7500, TDD 800/785-6055.

¤ *County Profiles* -- This document has information on the labor force, business establishments and population characteristics. It also projects economic trends and presents agricultural indicators.

¤ *Dun and Bradstreet* -- Information is available on Illinois firms by zip code and Standard Industrial Classification (SIC). Each entry includes established name, address, telephone, line of business and SIC, reported sales volume and employment, the start date of the business, its status (single site, branch, headquarters, etc.), and a contact name and title. A fee is charged for paper and disk copies.

¤ *Community Profiles* -- Several Illinois communities have completed Community Profiles which provide information on their economic development amenities, education facilities, health facilities, transportation, utilities, employment information and tax structure. These profiles, which have been designed to assist the state in its industrial recruitment efforts, are maintained by DCCA on a computerized system. The information which is contained in these profiles could be useful to a grant-seeker in preparing comprehensive information about a community. Because communities must prepare their own entries for this system, information is not available on every Illinois community. Up-to-date Community Profiles are also available on-line through Access Illinois (see above).

Illinois Department of Public Health (DPH) -- Illinois Center for Health Statistics, 525 West Jefferson, Springfield, IL 62761, 217/785-1064, TDD 800/547-0466.

DPH publishes a *Catalog of Publications* listing specific titles which include:

¤ *Vital Statistics Illinois* -- This publication is updated annually. Compiled by county, it lists births and deaths per year, causes of death, child and infant deaths, etc. Supplements and special reports are published periodically, listing statistics for certain causes of death.

- *Illinois Health Report Series* -- This series of reports is designed to provide data users with a source of Illinois-specific health data available from no other sources. Typical reports address long-term care, hospital use, ambulatory care, health interview studies and life expectancy.

Illinois Department of Public Aid (DPA) -- Office of Communications, 100 South Grand Avenue, East, Springfield, IL 62762, 217/782-3458.

- *Annual Report* -- This is an overview of DPA's services and programs which lists, by county, the number of persons/cases receiving cash and medical assistance. It also includes fiscal year funding and appropriations charts.

- *Welfare to Work - Employment and Training Programs Annual Report* -- This publication describes DPA's employment and training programs. It provides demographic information on Aid to Families with Dependent Children clients and statistics on participants in education and training components.

Illinois Department of Employment Security (IDES) -- Division of Economic Information and Analysis, 401 South State Street, 2 South, Chicago, IL 60605, 312/793-2316.

- *Illinois Labor Market Review* -- This is a monthly newsletter which provides a summary of economic indicators for the State: labor force, unemployment, industry employment, Job Service applicant characteristics, Unemployment Insurance claimants, Unemployment Insurance Trust Fund, and list of current Labor Surplus Areas.

- *Occupational Projections* -- This statewide publication provides biennial employment projections for more than 800 occupations and all major industry divisions; projects employment (labor demand) to the year 1995; and shows number of job openings expected each year either due to growth or due to labor force separations. For sub-state geographical areas, contact IDES Local Labor Market Economists.

State of Illinois Universities -- The universities within the State of Illinois have a wealth of information available for use by community planners and researchers. Studies and reports compiled by university departments - political science/public affairs, economics, business, social science - may be useful in developing demographic data sheets for the targeted community or in documenting problems or needs in a particular community. Several university departments have established centers or bureaus that study, research, and provide technical advisement in specific areas or disciplines. University libraries also will have many government documents and reports on file in addition to independent research studies and reports.

Regional Planning Commissions (RPCs) -- Illinois Association of Regional Councils, 500 East Capitol Avenue, P.O. Box 1093, Springfield, IL 62705-1093, 217/525-7431.

RPCs are regional development organizations which are located in many areas of Illinois. They assist local governments, businesses, developers and citizens to make better use of existing public programs. The work of RPCs includes economic development; regional economic studies on housing, transportation and wages; water quality and solid waste management planning; administration of local revolving loan funds; and general governmental technical assistance. RPCs serve as repositories of census and other data on their respective regions. For information on the RPC which serves your area of Illinois, contact the Illinois Association of Regional Councils.

Data Analysis and Interpretation

Outside professionals may be brought in to evaluate existing program services or conduct a needs assessment for the organization. Some organizations commission special purpose surveys directed toward conditions of interest to them. And still, periodic internal reviews are carried out by each staff member, program participant, department, chapter and so forth.

Empirical studies, or research studies conducted by others, will provide an improved awareness of:

- Types of needs and problems;
- Severity of those needs; and
- Who exhibits those needs.

Census Bureau or other statistical tables make it possible to identify significant segments, such as:

- Who potential clients are;
- How many there are; and
- Where they are.

By comparing significant segments, or the same segment over time, the comparison should be able to allow for interpretations concerning:

- Which segments are affected the most;
- Which segments are the largest, smallest;
- Changes in the mix of services provided to clients;
- Rates of changes in service activities;
- How clients in one area compare with another;
- Area(s) requiring action;
- Cause(s) and effect(s) of this "area for action";
- Resources currently being applied to this "area for action";
- Statistics on who is affected;

- Public opinions of this "area for action";
- Suggested long range goal(s); and
- Suggested priority for goal resources to be used.

Because the information to be gathered on the client base is to be comprehensive, it would be helpful to develop a checklist to ensure that the most important areas are included for analysis purposes. A suggested checklist might incorporate the following:

- Description of your potential clients, age, sex, race;
- Description of families, households;
- Analysis of amounts of income, sources of income;
- Description of the community habitats, blocks, residences, etc.;
- Description of significant segments;
- Analysis of services in use, attitudes about those services, availability;
- Identification of important relationships;
- Description of areas or situations requiring improvement; and
- Identification of pockets or groups that deserve special attention.

As an alternative, proposal writers might design a socioeconomic report which summarizes this type of information. Such a report would list in numerical breakdowns age groups, minorities and other significant segments of the population. The report should graph family status, such as geographic location, family income, number of families in poverty, etc., and it should relate information on social services (for example, hospital beds in the locality, number of persons employed, etc.).

Another important step in the analysis and interpretation process would be to find out what other experts and program operators are doing about the problem in other communities. This may be done by developing linkages with local and community agencies that work in the same field of interest as your agency or organization.

STRATEGY DEVELOPMENT

Once the organization has determined what local situations need action and who and how people are affected, the organization would be ready to develop various strategies which can address the identified local problems. Ideas for improvement or innovation of projects should be thoroughly explored. In this way, an organization will be better prepared to take advantage of the diverse pool of grant programs, many of which are specifically designed for new ideas.

Identification of Strategies

Brainstorming: Brainstorming techniques can be valuable in creating fresh strategies for addressing problems. Key staff from various sections of the organization, outside experts in the related field, members of boards of directors or a combination of these groups meet to

offer initial strategies. The key is to list all ideas that are proposed without regard to their merit and to discuss the feasibility and impracticality of each idea.

Researching Government Projects: There are a great number of projects from state and federal resources that are tailor-made to address local problems. Staff should investigate the possibility that a particular government program has available grants to address the local problem, for example, the Job Training Partnership Act (JTPA) Program for employment and training, Community Services Block Grant (CSBG) Program for emergency food and shelter, Community Development Block Grant (CDBG) Program for economic development or community services and so on.

Researching Private Initiatives: A third technique for identifying strategies might be to research privately-funded initiatives implemented by other organizations that are addressing similar problems or needs. Many organizations that have operated projects with private foundation or corporate funding have produced evaluation reports and are willing to share these results with others. Some project planners have found that adapting techniques from other projects has produced the ideal strategy for addressing identified problems or needs.

Review of Strategies

Once a sufficient number of ideas is presented, key staff then analyze each suggested course of action in terms of its merit. A strategy format such as the questions below might help individuals think through the development of a strategy. Areas to consider include available resources to get the job done, constraints which might affect the strategy and methods to neutralize constraints. Each proposal should be tested and weighed to determine its worth in relation to all other proposals geared to resolving the same issue.

The analysis of strategies cannot be done in absolute terms. There is no system which can fully determine the value of one course of action over another. Every choice must be weighed between the need to make services responsive to clients and the need to get outside contributors to sponsor the course of action.

- Can our organization carry it out? Do we have the resources to do it?
- Could we get the resources we would need? What resources are available?
- Who or what might prevent us from carrying out the proposal?
- Why would they try to prevent us from carrying out the proposal?
- Could we alter the strategy to eliminate these "blockers"?
- Would altering the strategy seriously affect the outcome we want?
- Would our clients take advantage of the program or use it as we hope they will?
- Would our clients even participate? What would ensure their participation?
- What other ill effects might this strategy have? Who could be affected?
- What could help us find out more about this kind of strategy?
- Is this the easiest or cheapest way to solve the problem?
- What would be easier or cheaper? Where could we cut corners?

- Will the investment which this solution requires be justifiable in terms of the results expected?
- Has another organization tried this approach? Were they successful?
- Has this been tried by businesses? Other countries? Were they successful?
- Is this kind of strategy consistent with our organization's philosophy?
- Would staff feel at ease working this strategy?
- Does this strategy duplicate other services?

PART II. PREPARING FOR A PROPOSAL REQUEST

Clearly described ideas directed in a timely manner to funding agencies with compatible interests are essential in obtaining a grant.

If special forms or certification are required, this should be determined in advance. Determination of deadlines is extremely important because many grants are awarded only once a year. Others may be rejected immediately simply because some of the required forms are missing.

Obtaining Local Support

Obtaining local support for your project is another big step in marketing it to a funding agency.

Today more than ever before there is concern for advance participation in the planning of a project by the consumers and collaborators of a service. Many grant programs have specific "checkpoint" procedures which require sign-offs by relevant local organizations affected by the proposed project. It may be necessary for various local organizations and others who may be affected by the proposed program to agree with the project. Discussions should be initiated with these groups and individuals to explain the project and solicit their support. It is important then to clear your proposal with all interested parties including:

- Board members;
- Project collaborators;
- Clients;
- Support agencies; and
- Federal regional agency, if applicable.

Effective local publicity campaigns are often overlooked in planning a proposal. Articles in local newspapers as well as information releases to important persons will help generate support. Often misunderstanding and opposition to a program come only from lack of information. Another very important fact to remember is that proposal reviewers have been known to call local or community contacts to check out an organization requesting funds.

Organizations that solicit the support of outside agencies for their project, and obtain support in the form of written endorsements, should take care to ensure that these support letters are truly that, letters of supports. In other words, the organization's and project's credibility will be damaged if letters attached to the proposal are vague in language or appear to be in obvious response to a request for a letter of support.

Only those letters that are addressed to the agency director or board chairman and clearly reflect knowledge of the proposing organization, its work and track record, familiarity with proposed project, and pledge of assistance to the organization, should be included in a proposal package.

Possibilities of Renewal

Consideration should be given to the problem of continuing the project or service after the initial grant runs it course, usually one to three years. What alternative sources of funding might pick up the program?

Taking these factors into consideration will give you a good idea on how to go about marketing your project idea. With these points in mind, you can take further detailed steps towards your proposal development.

GET EXPERT ADVICE

Getting expert advice also can be very helpful in refining your ideas and in bringing credibility to your project. Utilize the services of professionals whenever possible. Drawing on their valuable experience can greatly increase the funds secured by your organization through grants. The most successful organizations rely on professionals, whether on their own staff or as outside consultants, such as:

- Professional organizations;
- Fund raising consultants;
- Other program sponsors;
- State technical assistance staff and contacts;
- Local professionals; and/or
- Educational institutions.

Technical Assistance Sources

¤ *Congressional Research Service, Library of Congress* -- CRS works exclusively for the Congress, conducting research, analyzing legislation, and providing information at the request of committees and members and their staffs. (Check with individual members of Congress for access to CRS resource information.)

¤ *The Foundation Center* -- The Center disseminates current information on foundation and corporate giving through its national collections in New York City and Washington, D.C.; field offices in Atlanta, Cleveland, and San Francisco; and a network of some 200 cooperating collections in all 50 states and abroad. Through these library collections, grant-seekers have free access to core Center publications plus a wide range of books, periodicals, and research documents relating to foundations and philanthropy. Services include reference librarians to assist visitors, free orientations, and microform and photocopying facilities. In Illinois, the cooperating collection agencies are:

Donors Forum of Chicago
53 West Jackson, Suite 430
Chicago, IL 60604
312/431-0265

Sangamon State University Library
Shepherd Road
Springfield, IL 62794-9243
217/786-6633

Evanston Public Library
1703 Orrington Avenue
Evanston, IL 60201
708/866-0300

Rock Island Public Library
401 19th Street
Rock Island, IL 61201
309/788-7627

Associates Program. Through this program, the Foundation Center offers memberships and fee-based services which provide nonprofit organizations with a toll-free telephone reference service and specialized search privileges of its databases. Call the number listed below for more information.

Proposal Writing Seminars. The Foundation Center routinely offers full-day seminars designed to give grant-seekers the grant-writing skills needed to prepare effective proposals. Call the number listed below for more information.

The Foundation Center
79 Fifth Avenue
New York, NY 10003
800/424-9836 or 212/620-4230
FAX 212/807-3677

¤ *The Donors Forum of Chicago* -- This agency is an excellent local source of information. As a foundation reference center, its membership lists over 140 private foundations and corporate giving programs. The Donors Forum administers a special library on philanthropic and funding research affiliated with the Foundation Center of New York. Other information on file at the Donors Forum includes: private foundation and corporate foundation directories, grant lists, foundation annual reports, tax returns of all private foundations in seven Midwest states and major national foundations, plus periodicals on philanthropy. Organizations may purchase Donors Forum publications, prepaid, by mail. The Donors Forum also conducts frequent orientations on how to do proposal development research.

Membership Program. Through this program the Donors Forum offers memberships to nonprofit organizations. Membership benefits include discounts on publication and workshops, a newsletter subscription and a telephone reference service.

Proposal Writing Seminars. The Donors Forum conducts proposal writing workshops in the Chicago area approximately 11 times each year. These two-day sessions accommodate 25 participants. The fee is $150 per participant.

Donors Forum of Chicago
53 West Jackson, Suite 430
Chicago, IL 60604
312/431-0265
FAX 312/431-1113

¤ *Community Information Exchange* -- CIE provides information needed to plan, finance and operate community development programs. CIE offers extensive subject files; a library of sample documents; and a comprehensive database of in-depth information, including exemplary community development projects, technical experts, funding sources for community revitalization, and bibliographic references. Services are paid through a low subscription rate charged to requesting organizations. In many cases, CIE has federal contracts which allow it to provide information to callers at no cost.

Community Information Exchange
1029 Vermont Avenue, NW
Suite 710
Washington, D.C. 20005
202/628-2981
FAX 202/783-1485

¤ *The Grantsmanship Center* -- The Grantsmanship Center trains nonprofit organization staff in developing and managing their funding support. It conducts regularly scheduled workshops throughout the country on grant-writing, fund raising, and business development for nonprofits. The Center also publishes a magazine and various other resource materials.

The Grantsmanship Center
1125 W. Sixth Street, Fifth Floor
P.O. Box 17220
Los Angeles, CA 90017
213/482-9860
FAX 213/482-9863

¤ *Support Center of Chicago* -- The Center conducts workshops for nonprofits in board development, business skills, finances/accounting, fund raising, marketing/public relations, mission/program development, nonprofit organization start-up, staff development, volunteer management and other topics. The Center offers memberships to nonprofits, individuals and students which provide benefits including reduced registration costs, free seminars, free or reduced cost consultation, networking with peers, access to legislative and advocacy issues and access to the Information Express service. The Center also offers specialized consulting services through its Support Center Consulting Group.

The Support Center of Chicago
166 West Washington, Suite 600
Chicago, IL 60602
312/606-1530

¤ *University of Illinois, Center for Urban Economic Development*-- The Center for Urban Economic Development was established in the School of Urban Planning and Policy in 1978. The Center provides technical assistance and information to organizations, especially neighborhood-based groups involved in economic development.

University of Illinois at Chicago
Center for Urban Economic Development
400 South Peoria, Suite 2100
Chicago, IL 60607
312/996-6336

LOCATING FUNDING SOURCES

Foundations and corporations offer funding support in a variety of forms ranging from grants, loans, and consulting services to matching funds, seed capital and program-related/corporate responsibility investments. Government agencies more often offer funding support in the form of grants, although loan programs are quite commonly offered through government economic development agencies for qualified not-for-profit organizations. Organizations must do their homework to know which public and private sector funders to approach for specific projects.

Approaching Government Agencies

Because of funding cutbacks and stricter program rules in recent years, government agencies generally do not accept unsolicited proposals for funding consideration. The exception to this is when a particular grant program has set-aside discretionary funds that the government agency director/secretary can use to fund specific types of projects, e.g., technical assistance, training, innovative demonstration projects, etc. For the most part, however, grants are awarded to organizations through an established application process.

On the federal level, organizations can find out about grant programs and their application procedures by reviewing the Federal Register which publishes federal agencies' Notices of Fund Availability (NOFAs) for every given fiscal year. The NOFA will provide information on an application's due date, information contact, legislation, program objectives, allocation and distribution of funds, eligibility, application process and selection criteria for award of funds, to name but a few specifications.

For applicants applying for federal funds on the state and local level, application procedures have been established by each respective state and local agency which comply with federal

regulations and policies. Similarly, state and local government funded grant programs have published rules and application procedures available for review upon request.

The following suggestions should be considered when approaching a government agency for funding:

Program Status: Research how much has been appropriated by the legislature for the program during the current fiscal or program year. Find out about the application deadline: is there one specific date or are applications accepted in cycles, i.e., twice a year, certain months, etc.? Find out which office or unit within the government agency is responsible for awarding the program grants.

Eligibility: What are the eligibility requirements for applicants, activities, projects? Compare these requirements with your proposed project's goals, objectives and activities for compatibility. Consider amending those sections as might be appropriate.

Pre-application Process: Find out if there will be pre-applications available prior to the formal program announcement. Are agency staff willing to review your preliminary concept via a meeting or written presentation? Find out the exact date on which the formal application announcement (Request for Proposals or RFP) will be made and what form the announcement will take (mailings from the agency's mailing list, media announcement, official filing).

Decision-makers: Research who is involved in deciding upon awarding grants; identify the key individuals by name, location, and telephone number. Who is involved in evaluating proposal applications?

Decision Factors: What are the factors involved in selecting successful applications -- review the previous year's awards, look for patterns to determine the types of organizations, locations, activities, and average grant size, for a better idea of what the grant-making agency most likely will view favorably.

Application Process: Watch for the formal announcement and obtain the official application copy. Compare the official copy with the preliminary copy (if previously provided). Make sure the application format is followed as specified. If a format is not provided, use a format such as the one suggested in this booklet that will provide reviewers with sufficient details about the proposed project and the budget request. Find out if it is appropriate to contact the agency during the review process in case clarifications are required or to determine the status of your application in the review process. Find out the procedure for notification of successful and unsuccessful applicants. In the case of unsuccessful applicants, determine if there is a procedure for notifying applicants of the proposal's deficient areas (correspondence or face-to-face meeting).

Approaching Corporations and Foundations

Two places to begin the search for funding are the public library and a cooperating collection of the Foundation Center. Both of these resources include reference directories in their holdings which identify and list pertinent information on grant-making entities. Many such resource directories are listed in Part VI. of this booklet.

The following suggestions should be considered when approaching foundations and corporations with requests for funding:

Understand the Foundation: Learn as much as possible about the corporation or foundation. Request the foundation's or corporation's annual report to learn about the giving program, for example:

- Past support;
- Objectives (broad based or specialized);
- Board of directors relationship between the corporate and nonprofit boards);
- Geographical interest (state, regional, corporate cities);
- Grant application information; and
- Financial data.

Be Specific: Tailor information to the company from which you are seeking support. Use of a specific approach is better than a mass distribution approach.

Be Selective: Select corporations which have plants and employees in your state or city. Approach the local management first; they will send it to the appropriate contact. A local recommendation is very important because it will reflect an impact on the community involved.

Make Your Needs Known: State whether you are seeking general operating or special project support. The agency may ask for specific amounts in the contribution request.

Be Brief: Some funding sources do not require proposals but proposal letters instead. The letter request should not be more than two pages in length. Organizations should be able to sell themselves in the first paragraph. List other corporate funding received (corporations are always interested in what other businesses are doing). Enclosures should include:

- Copy of case statement;
- Audit statement;
- Board of Directors list;
- 501(c)(3);
- Proposed budget; and
- Brochures.

Direct Your Correspondence: Research the name of the person who should be contacted. Do not use "Dear Friend" as a salutation. A letter which is correctly addressed to the contact person makes the best impact. It is appropriate to follow up a letter with a phone call and

make an appointment with the person responsible for contributions to discuss your program in greater detail.

Avoiding Common Grantseeking Errors

In addition to the things which your organization should make sure to do in approaching foundations and corporations, there are several things which should not be done. Some common grant-seeking errors made by nonprofit organizations are:

Lack of knowledge of the donor: Understand the corporate philanthropic philosophy of each group you approach. Acquire written materials concerning the mission and goals of the group, such as an annual report, multi-year plan, newsletters, etc. Research recent action in local newspapers or other publications.

Sending proposals to private/corporate funders intended for governmental review: Government proposals are too long and often require documentation that is too excessive, compared to the review processes of foundations and corporations.

Making unrealistic demands: Your proposal should be one which will spark corporate interest. Don't seek too much money for your program from one donor. Expect the corporate investment to end after one, two or three years.

Expensive packaging of the proposal: Do not spend money on color or elaborate brochures. The content of the proposal is far more important than the packaging.

Invitations to benefit affairs: Do not use benefit affairs to approach corporations. They are very seldom successful.

Mass distribution of the same proposal: Focus on what the corporation is doing -- do not use a shotgun approach. Research the special interests and official policy line of the group. If your project serves their purposes, make sure they know it.

Failure to follow up: Follow up on any statements that you will contact them to inquire about your proposal. It is important to keep communications open at all times.

Failure to use your Board of Directors: Use the skills, knowledge and relationships of your board. Enlist them in your research and grant-writing efforts. Encourage them to be advocates of your group in their business and social contacts. You never know when a contact will pay off with a solid funding prospect.

SUBMISSION OF THE PROPOSAL

It cannot be stated often enough that it is essential for an organization to check the guidelines for each funder carefully since procedures vary considerably. Determine whether stated

deadlines are postmarked deadlines or receipt deadlines. Send originally signed proposals by overnight mail if necessary, requesting a signed receipt. Remember that some grant programs require the submission of as many as ten copies while others may require only one. In the case of federal applications, be sure to determine if procedures call for the simultaneous submission to a state clearinghouse agency, then allow for sufficient time to meet this requirement.

Selecting the Proper Funding Agency

Once the proposal has been completed, the next step is to match the identified needs with available grants which cater to those needs. It is very important that care be taken in selecting the right grant making agencies to approach. No matter how excellent the proposal may be, if it is directed to the wrong funding agency or submitted at the wrong time, the answer will surely be a rejection.

In selecting the proper funding agencies, several factors must be taken into consideration:

Current Priorities and Interests of Funding Agencies: It is essential that the applicant hoping to write a strong proposal be fully aware of the priorities and objectives of the funding source's grant program(s). The priorities may change literally overnight and it is important to keep abreast of the latest directives. Use the telephone to find out if the funding source has any interest at all in funding your type of project.

Total Funds Available: Before submitting the proposal, find out the total amount of money available from the funding agency for your particular project funding category. For example, grant programs with a total national annual expenditure of $500,000 would be unlikely to consider a proposal requesting more than $100,000 a year.

Size of a Typical Grant: Because of regulations and policies affecting both foundation and government funding, most have a fairly fixed range of grant costs which they consider. Pre-proposal information in this area will help ensure that your proposal cost will neither be too ambitious nor too trifling.

Nature of a Typical Grant: It may be helpful in identifying viable funding sources to review titles and/or abstracts of grants actually awarded by a given grantor. Often such a review provides invaluable insight into the subjects and methods most favorably received by grantors.

Percentage of Proposals Approved: While often difficult to determine, your decision to invest time and resources in a proposal may be determined by the extent of the competition. Ask the funder for information on the number of proposals generally received under the project category for which you are applying and inquire about the usual number of projects approved for the normal funding cycle for that category.

Limitations Specified in Guidelines: Carefully analyze limitations of potential grant programs to prevent any serious misdirections in planning a project and submitting it to a grantor for funding.

Matching Funds Required: Both public and private grant programs often carry requirements that the recipient provide a certain percentage of matching funds. It is important to determine the amount of matching funds required and whether the match must be provided in cash or may be provided (in part or whole) as in-kind match. This consideration will be important in deciding whether a proposal will be prepared and directed to a particular funder.

Payment and Budgeting: Find out how funds will be transferred to your project and the type of bookkeeping required. For government grants, funds are usually transferred on a cost reimbursement basis.

Timing of the Proposal

The timing of your proposal's arrival at a funding agency is a major factor in receiving project funds from a specific agency. Federal regional agency or state clearinghouse sign-offs may impact on a proposal submission timetable, so allot sufficient time for these sign-offs. There are other factors which should be considered before submitting a proposal. These include but may not be limited to:

- Congressional or General Assembly appropriation schedule for federal or state funds;
- Foundation schedules for board meetings during which applications are reviewed and approved;
- Accelerated federal agency action at the end of the fiscal year in order to allocate uncommitted funds; and
- Local government agencies' budgeting dates, if local funds are required for the program.

Contacts and Decision Makers

It is helpful to know who will be judging your work. This may influence the writing and even the direction of the proposal.

Cultivate a personal contact with the staff person assigned to review projects in your area of interest, if possible. Be prepared to make your case immediately. Also, don't forget to send a thank you note to the person for giving you the opportunity to present your case.

Track Contacts

Another pertinent suggestion offered by Nike Whitcomb Associates, a Chicago fund raising consulting firm, is to develop a chart to track all contacts, both written and verbal, made with various funders. Included in this chart would be the following:

- Name of funding source, address, phone number, contact person, title;
- (check list/date entry items)

- Letter to agency requesting guidelines, other information;
- Letter of inquiry;
- Acceptance/rejection;
- Thank you notes to rejection agencies;
- Grantors mailing list developed;
- Acceptance file developed;
- Appointment letter sent;
- Calls for appointments;
- Appointment dates set;
- Thank you note/appointment follow-up;
- Proposal submitted;
- Back up information submitted with proposal, i.e., 501.3c tax exemption letter, board listing, audit report, annual report, staff resumes;
- Grant interview (phone/in person);
- On-site visit by grantor;
- Date of decision making;
- Proposal accepted;
- Proposal Rejected
- Thank you note/rejections and acceptance;
- Amount requested; and
- Amount granted.

A simple chart that includes these items will make tracking activities much simpler and lessen the chances for making glaring oversights or errors. This is especially true if one follows common advice to line up four prospective funders to contact. Why four? Because, according to many fund raising experts, three out of every four requests for funding are rejected!

PART III. WRITING THE PROPOSAL

Now that your groundwork has been completed, you can proceed with actually writing the proposal.

Application and proposal forms vary in complexity and depth, from the simple check list of fill-in-the-blanks type to the proposal for competitive research grants that will be carefully scrutinized by panels of specialists. This primer concentrates on proposal writing for an organization where standards are relatively high for design of a project. However, this is an introductory discussion of major points and not a thorough analysis (which would be extremely lengthy).

Proposal Writing Tips

Before you begin to write any of these sections, keep in mind the following rules and tips, provided by Nike Whitcomb Associates:

- Use simple language, jargon free;
- Avoid using the same words too often, i.e., "basic" appears too many times in the proposal;
- Proofread the copy, make sure there are no typographical errors, grammatical errors or misspellings;
- Read the proposal out loud to hear what you have written, put it aside and read it again later;
- Give the proposal to a staff person and an outside individual or friend to read for clarity;
- Verify budget numbers, cross check and double check for accuracy;
- Be sure to attach a copy of the organization's 501.3c;
- Include a copy of the board listing with members' names and affiliations;
- Include a copy of the last audit report of your organization;
- Attach resumes, annual report, organization brochures, letters of support, and any press releases;
- Never use script type, keep paragraphs to six lines or less, use larger print type such as pica, not elite;
- Do not use spiral binders; and
- Make sure all of the pages are numbered and attachments or appendices are numbered and clearly labeled.

No matter what the proposal's organization or final form, proposal writers would be smart to adhere to the suggestions noted above.

An Overview of the Proposal

Every grant proposal should include ten key components. The following is a list of the contents (given in sequence) of your final proposal:

Cover Letter: On organization letterhead, the cover letter briefly summarizes need, the proposed program, the organization's qualifications and a small sales pitch.

Title Page: Includes project title, name of applicant, name of agency submitted to, signature, typed name and title of authorized personnel approving submission and date of approval.

Summary: Synopsis of project objectives, procedures, evaluation. Try to catch the "flavor" of the project in approximately 250 words. Remember, this may be the only part reviewers read in the body of the proposal.

Introduction: Tells what needs to be done and why. Mention the general theory upon which the project is based. If unique, it should be asserted here. If new or uncommon terms are used in the proposal explain their meaning here.

Problem Statement: State why this problem needs to be addressed and provide references to research, statistics, previous projects or other documentation which supports the need for the project.

Objectives: State the proposed outcome of the project in clearly specified and measurable terms. Each objective is usually related to (1) a need identified in the introduction section; (2) activities in the methodology section; and (3) activities in the evaluation section.

Methodology: At this point, you want to describe the problem in terms of the methods you will use in combating it and why you are choosing this strategy. It is here that specific activities are described, as well as those action steps that will be used to achieve the objectives.

Evaluation: Provide details on how the organization and the funding source will determine whether the project has accomplished its objectives. Include the type of evaluation information to be collected, how it will be analyzed and a pattern for its dissemination and use. Care should be taken to strengthen this section and provide evaluation criteria for each objective.

Future Orientation: Discuss all topics relevant to the future of the project, whether its timeframe is limited or if the intent is to continue or expand the project beyond the project time period. How will continuation be done - what future funding has been lined up?

Budget: A statement of the proposed project in terms of costs. Every item should be carefully documented.

Appendix: Inclusion of all required support documentation deemed necessary by the funding source.

One of the ironies of grant planning and writing is that it costs time and money to prepare a good proposal, yet it is difficult to obtain funds until after the grant is approved. There are a few foundations and some government grant programs which will provide specific planning grants. This possibility should be explored. If you already have received a grant, give some thought to how you can use current resources for planning for the next grant application.

Now let's take a look at each proposal section individually:

Cover Letter

The cover letter tells the funding agency who you are and what you do, preferably in 25 words or less. The next paragraph states the problem to be addressed by your project. From there the solution or method to address the project is described along with the total project cost and the requested amount. The last paragraph demonstrates your excitement for the project and attempts to convince the funding source to provide financial support for the project. The letter should be signed by your board chairman according to proper protocol. The executive director should only sign the letter as an "agent" of the board, with a declaration as such under the director's signature, e.g., "Jean Jones, Executive Director, for the Board."

Summary

The summary will appear at the beginning of your proposal but should not be written until after you have completed the proposal. You will then have a clear idea of what is to be distilled and summarized. A good summary:

- Identifies the applicant organization and establishes its credibility.
- States the need or problem to be addressed.
- Outlines the objectives of the funding.
- Outlines the specific activities to meet these objectives.
- Gives dollar figures for the total project cost, and the percentage of funds already committed, with the amount asked for in the proposal.

Remember: BE SPECIFIC, SIMPLE, AND CLEAR! Keep in mind that the summary is probably the first thing read by a funding source. As such, you will want to put your best foot forward and hook the reader into wanting to delve deeper into your written presentation. So although it may be the last section written, the summary should reflect your best persuasive argument for funding your project.

Introduction

In this section of the proposal, you are introducing your organization to the funding agency. Here, it is important to show your organization's background, qualifications, and capability in addressing the stated problem. You want to interest them in finding out more about your

organization's work and motivate them to read further through the proposal. This section should not only describe how well your organization can handle the problem but also convince them that you are unique in your ability as compared to another group.

Show your organization's background and credibility in the following aspects but take care not to bore the reader(s) with an endless recital of your organization's history since its inception:

Staff: Show that you have staff with experience in the field. Name any experts you may have working for you. The best documentation of staff expertise is to provide resumes (of reasonable length) of key staff.

Board: Show that your board of directors is made up of well respected people with diverse interests. A few community-based organizations may want to consider expanding board membership to include individuals with backgrounds in law, business, public affairs, and the like, if current membership is lacking representation in these areas.

Affiliations: List any accreditations or linkages with other organizations involved in the field. Also inform the funding agency of any licenses you may have obtained in order to provide the proposed or established service.

Clients: Prove that you have satisfied clients by including written statements or references.

Volunteers: Find out and describe why your volunteers like doing what they do for your organization.

Facilities: Show how your location benefits your task geographically and demographically.

Past Performance: Describe what your organization has done in the past that will aid it in reaching its new goal.

Fiscal Responsibility: Show that you have handled budgets successfully in the past.

Prior Funding: Private funding usually leads to public funding. Provide a few examples of other funders that have shown faith in your capabilities.

Need: Prove, of course, that there is a real need that must be addressed.

Problem Statement

This section of your proposal is quite important because it forms the basis for your project's development. This section describes the problem or situation in your target area that needs addressing and relates it to the overall environment and its impact if not rectified or alleviated. The problem statement relates to your constituency and their needs and not to the concerns of your agency or organization. Take care not to exaggerate the problem or situation. You want to convince the funding source that the problems are serious but not insurmountable in

solving. Funders appreciate the use of statistical and comparative data to demonstrate the scope of a problem; however, they do not appreciate being overwhelmed with data. Use local sources of information. Use national data only to the extent that you are making comparisons of the situation with the national outlook.

To sum up this section, keep in mind that you are describing why your constituency needs assistance and not your organization. In addition, remember:

- Never paint a picture so terrible that there is no hope of solving it. Be specific.

- You are seeking to address a *situation* or *problem* as the result of a condition that exists.

- Develop your research and make sure you know your constituency's desires. Remember to include statistical and comparative data.

- Know what other experts and program operators are doing. Develop linkages with outside groups and organizations.

- Never provide more than one option for tackling the problem. The option you pick should be the final, most optimal solution.

Objectives

Objectives make up the specific components of your overall goal, that which you are ultimately trying to achieve. Objectives describe the desired end product or situation to exist at the conclusion of the project. They should be described in terms that are measurable and quantifiable. They are the traceable and significant connection between the problem description and the actual goods or services provided.

Objectives should be stated using the client's point of view and deal with a terminal nature - what the clients will look like at the project's conclusion.

Specific objectives serve to focus organizational activity around a common purpose and provide a benchmark of measuring program achievement. The objectives, if successfully completed, result in the direct and lasting impact on the problems experienced by clientele.

Consider that objectives generally fall into one of three categories: input, process and impact.

<u>Program Inputs</u>: This type of objective identifies the quality or quantity of different resources judged necessary to complete a program task. Examples of such objectives include: to increase the number of industrial settings for training programs; to increase cooperation and coordination of program services; to increase the number of intakes by 5 percent; and to increase the number who participate in training programs.

Program Process: These objectives state that specified services, treatments, functions or tasks were accomplished, delivered or performed in specified quantities or qualities. For example, process objectives might include: the provision of so many units of vocational education services; a specific number of employment development services provided, one for each eligible client; or completion of a program recruitment process with a specific number of clients recruited.

Impact Objective: These objectives state the purpose of the program or state the benefits that will last after participants leave the program. Examples of impact (sometimes called output) objectives are: reduce or eliminate dependency; achieve or maintain self-sufficiency; reduce unemployment; increase the number of workers placed in jobs; and provide an adequate income in retirement.

Objectives are easily written if one remembers the five essential parts --

What: the nature of the situation to be changed, often signaled by the preposition "to" followed by an action verb;

Who: the particular group or segment (clients, staff, components), in which or for which achievement is desired;

Where: the geographic area or that place in which the accomplishment is desired;

When: the target date for completion of the objective or the days or times the objective is carried out;

What extent: the quality or quantity of the situation to be achieved, a measurement which can later be used as a basis for evaluation.

Objectives are not to be confused with activities. Activities are the means used to achieve the objectives. They are your methods. Objectives are also not to be confused with goals. Goals are identified as statements of the broad purpose of a program and are long range desires or benefits: objectives are more immediate or short range.

Methodology

This section describes the methods (also referred to as strategies, activities, or procedures) to be employed to accomplish the objectives.

The methodology section of a proposal should describe in detail:

- What you are doing (activities).
- Your justification for the actions to be taken.
- The flow of activities and how long it will take to get results.
- Target population in terms of characteristics and selection process.

- Staff requirements in terms of hiring and training.
- Start up activities required prior to full project implementation.

Projects vary most in this area and no universal prescription can be useful. However, the best proposals will contain:

Design: The basic technique or approach to be used such as a case study, pilot program, controlled experiment, etc.

Population Recruitment: The projected participants, subjects, or beneficiaries and how they are selected. Also describe the role they have had in planning for the proposal.

Treatment: Provide sufficient detail about the procedures to be used so the reader can understand thoroughly.

Reporting and Participant Tracking: How information will be collected and who will do it. Be specific and include copies of any special instruments in the appendix.

Management: Detail administrative structure and functions.

Time Schedule: Project an approximate time schedule for carrying out the proposed project. Charts are often useful here.

Activities are a job or a *task* requiring both *time* and *resources*. Activities state in chronological order how a strategy is to be accomplished -- in other words, what needs to be done to achieve the strategies (and therefore objectives). Activities are developed by listing each step necessary to complete a job. To ensure that each step is listed, one should "backward chain." Backward chaining is not easy because it requires thinking of each step in reverse order. First, list the *last* step which one does to complete a job or objective, then the next to last step and so on to the step where you are starting. This process of backward chaining will give more detail than most other methods of listing activities.

Keep in mind that just as objectives flow from the problem statement, so too should the methodology section flow from the objectives. Including a timetable at the end of this section would be helpful to the reviewer in analyzing the procession of events. It will also help you to ensure that important details have not been overlooked. However, if charts or graphs are used make sure they are extremely cogent so as not to detract from the body of the proposal.

Evaluation

Decision makers generally need evaluations of program success in order to maintain or modify their program to achieve maximum operating efficiency. In addition, performance indicators which can be measured before, during and after the end of the program will help predict the success of the individuals while they are participating in the program, as well as their post-program success.

The evaluation section is quite important to funders since they want to be able to measure the progress of programs and determine whether their dollars have been well spent. The inclusion of an evaluation shows that you have an interest in upgrading your project. In summary, the evaluation section should:

- Describe how data will be collected and progress monitored and analyzed.
- Describe the type(s) of evaluation to be conducted (product and/or process).
- Tell how records will be kept.
- Describe the evaluator: name, title, credentials and extent of impartiality.
- Outline reporting procedures.
- Provide specific due dates for completing the evaluation.

Two types of evaluations -- product and process -- can be included in the proposal, as well as the criteria for evaluating each aspect.

The product evaluation measures your success in meeting the objectives of your project. Did you meet the projected and desired statistics of your project? Were your actions indeed helpful to your clients and are they better off as a result?

Goal or Objective Achievement: With program goal or objective achievement, organizations examine the degree of success in attaining each of their short-term program goals and objectives. Goal achievement measures are used for several reasons. These measures examine program success in relation to the needs of the program as it exists to determine program saturation. The measures examine program success relative to the program as planned to arrive at design efficiency. The measures also examine program success relative to expenditures to measure cost efficiency. Examples of these kinds of quantifiable measures might include: reduced costs per participant, increase in the proportion of parents involved in training, increase in the proportion of parents who leave public welfare, planned versus performance measure of expenditures, planned versus performance measure of placement, and percent placed in unsubsidized jobs.

While a product evaluation measures the objectives, a process evaluation measures methods used in working towards the goal. Was the benefit of your actions worth the cost of their implementation? Were you meeting some higher goal with each step taken?

Immediate Post Program Success: Another type of measure is that of immediate post program success. These measures of performance are based on the experience of a program as seen primarily from the client's history. Examples of this type of measure include increased employment or reduced unemployment, increased earnings, increased labor force participation, increased mobility of the labor force, reduced dependency on the government, and jobs filled in geographic areas or in occupational classifications. Additional examples of types of measures used by organizations to determine post program success are:

- Increased proportion of parents who leave welfare based on services,
- Maximized dollar volume of annualized welfare grant reductions,

- Increased number of registrants entering employment,
- Increased average hourly wage of participants,
- Number of placements in unsubsidized jobs, and
- Increased employability based on improved attitude towards work.

Program Operating Efficiency: Because some programs are designed to serve a number of functions for the participant, organizations have developed program operating efficiency gauges to directly observe project functions and arrive at conclusions about the program's efficiency. Examples of the measures of program operating efficiency -- how well the program activity was performed -- include several measures related to workload, some related to the capacity for work and some related to the mix or complexity of program activities. Indicative program operations measures may be, for example: increase intake by 5 percent over the fiscal year to a total of 670,000; and increase the number of tests administered to a total of 24,400.

PART IV. BUDGET

The budget may be the key to your proposal. Your organization is asking for money and your budget statement is the concrete way to show that you need it. Many funding agencies complain that they often read through an entire proposal and still are not exactly sure what the organization needs in terms of money. This, as previously pointed out, should be stated explicitly at the beginning of your proposal. Make sure your proposal supports each item in the budget. The budget summary and detail justification pages should have the total project cost, broken out by requested amount (from the funder), organization contribution and other outside sources (combined). The following budget items should be carefully documented:

Typical Line Item Costs

Salaries and Wages: This line item represents expenditures for salaries and wages. Salaries and wages are defined as fixed payments at regular intervals to professional and clerical staff, and hourly based payments to part-time and intermittent employees, for services performed. List each staff position with titles, monthly or weekly salary ranges, number of persons per position, number of months or weeks to be devoted to the project, percent of time devoted to the project and total salaries per position.

Fringe Benefits: This line item represents payments other than salaries and wages made to staff, or paid in their behalf or on their account, as in the form of a pension, vacation, insurance, etc. List fringe benefits for project staff, including FICA, unemployment and workers' compensation, and hospitalization. Include computation and rate details.

Consultant and Contractual Services: Use for procurement contracts (except those which belong on other lines such as equipment or supplies), and contracts or other agreements with secondary recipient organizations such as affiliates, cooperating institutions, delegate agencies, political subdivisions, etc. Include cost of all consultants. List fees for all legal, accounting and professional services. Provide specific cost breakouts for each item listed.

Space Costs: This line item represents payments for building and space rent, utilities, janitorial service, general maintenance and repairs, necessary re-arrangements and alterations of facilities which do not materially increase the value or useful life of the facility, and other related costs necessary to provide adequate space. A cost analysis study may have to be conducted to determine the amount of rent to be charged to the project if the project is housed within the organization's own facility. Other more simplified methods may be employed to determine space costs. In any event, show the amount of space cost per month by the number of project months to determine total cost or cost per square footage.

Equipment Purchases: This line item represents payments for the purchase of non-expendable personal property having a useful life of more than one year and a unit acquisition cost of $300 or more, payments of costs associated with the transportation and installation of non-expendable personal property purchased or to be purchased, and payments made under a lease or rental contract for non-expendable personal property where an option-to-purchase

provision is expected to be exercised. Check the funding source policy for limitations on equipment purchases first; many government funders, for example, have specific requirements.

Equipment Rental: List the cost of each office and program equipment item to be rented for use in the project. Again, check the funding source policy for limitations before including these items. Specify each item and monthly rental fee.

Consumable Supplies: These items include office and program supplies such as paper, pens, typing ribbon, folders, etc.

Utilities: The costs for electricity and gas are sometimes broken out separately from space costs. If no specific budget format is provided you may opt for breaking these items out under a separate budget category.

Travel: This line item represents payments for transportation, meals and lodging of staff in accordance with the funder's policy. Check with the funding source for allowable rates for in-state travel. Check with the funding agency beforehand about out-of-state travel. Project the total local mileage of each staff person and also specify the purpose of such travel for each position listed. If out-of-state travel is an allowable expense, specify the purpose of such travel, i.e., program related activities, training, conferences.

Telecommunications: Included in this line item category are costs associated with installation and monthly charges for telephone lines, computer phone lines, fax machines, mobile telephones and the like.

Program Income: These are direct charges to or fees to participants of the project. Program income must be kept in a restricted account and either returned to the granting agency or used to fund direct costs of items needed to expand the quality or quantity of services provided. With some public funding programs, it can also be carried over into the following fiscal year but never used as match.

Special Project Costs: These include costs specific to the project. For example, meals served to children in a recreational program, training manuals, printing original materials and the like. Show specific cost details for each listed item.

Other Costs: Included in this budget category are such items as office and building maintenance services, postage, repair and maintenance charges for rental equipment, meeting costs, subscription dues, printing and publication costs, temporary help, and insurance and bonding costs. Remember to provide specific cost breakouts for each item listed.

Overhead/Indirect Costs: Overhead or indirect costs are those additional costs which will be incurred by an organization that operates multiple programs as a result of taking on this new project. Also known as administrative costs, these costs are determined by charging a fixed percentage, such as 12.95 percent, of the total grant *request*, to cover such expenses as general and unit personnel and non-personnel costs. Some public and private funding sources may disallow these charges, so again, check with the funding source before including this category!

This line item represents costs attributed to the program's administration cost category through application of an indirect cost rate or cost allocation plan usually required by a government funder. These costs are not to duplicate any costs charged to the other cost line items in this section. For most government funded programs indirect costs may *not* be recovered without an approved cost allotment plan.

Matching Share

In general, matching share represents that portion of project costs that is not borne by the funding source. For government programs a minimum percentage for matching share is usually required depending on the program legislation. The following information is taken from the federal government's Uniform Administrative Requirements for Grants-in-Aid to local and state governments (Circular No. A-102) and is quite appropriate to use as a guide in developing the matching share section of your project budget. Although developed for federal government grants and contracts, the information may be applicable in some instances with private funding sources (check with the private grantor for matching share requirements).

Matching share may consist of:

- Charges incurred by the grantee as project costs;
- Project costs financed with cash contributed or donated to the grantee by other public and private sources; and
- Project costs represented by services and real or personal property, or use thereof, donated by other public and private sources.

<u>Cash contributions</u>: These represent the grantee's cash outlay including the outlay of money contributed to the grantee by private organizations, foundations, corporations, individuals, and other public agencies and institutions (if the grantor happens to be a government funding source for the project). When authorized by federal legislation federal funds received from other grants may be considered as the grantee's cash contribution. Examples of cash match are:

- Salaries and fringe benefits;
- Travel costs;
- Postage;
- Office supplies; and
- New equipment purchased (prior grant approval).

<u>In-kind contributions</u>: These represent the value of noncash contributions provided by the grantee and other outside sources. In-kind contributions may be in the form of charges for real property and nonexpendable personal property and the value of goods and services directly benefiting and specifically identifiable to the project or program. Grantees with government grants may wish to check with the funding source to secure permission to consider property purchased with government (usually federal) funds as the grantee's in-kind contribution. Examples of matching share:

- Salaries and fringe benefits (of persons not directly paid by program);
- Use of depreciable equipment;
- Value of donated services; and
- Value of office space (prior grant approval).

Volunteer services may be furnished by professional and technical personnel, consultants, and other skilled and unskilled labor. Volunteered service may be counted as in-kind matching share if the service is an integral and necessary part of an approved plan.

Rates for volunteers should be consistent with those paid for similar work in other activities. In those instances in which the required skills are not found in the grantee organization, rates should be consistent with those paid for similar work in the labor market in which the grantee competes for the kind of services involved.

When an employer other than the grantee furnishes the services of an employee, these services shall be valued at the employee's regular rate of pay (exclusive of fringe benefits and overhead cost) provided these services are in the same skill for which the employee is normally paid.

Another in-kind contribution is *donated expendable personal property.* Donated expendable personal property includes such items as expendable equipment, office supplies, laboratory supplies, or workshop and classroom supplies. Values assessed to expendable personal property included in the cost or matching share should be reasonable and should not exceed the fair market value of the property at the time of the donation.

The method used for charging matching share for *donated nonexpendable personal property, buildings and land* may differ depending upon the purpose of the grant. If the purpose of the grant is to furnish equipment, buildings, or land to the grantee or otherwise provide a facility, the total value of the donated property may be claimed as a matching share.

If the purpose of the grant is to support activities that require the use of equipment, buildings, or land on a temporary or part-time basis, depreciation or use charges for equipment and buildings may be made.

The value of donated nonexpendable personal property cannot exceed the fair market value of equipment and property of the same age and condition at the time of donation. The value of donated space cannot exceed the fair rental value of comparable space as established by an independent appraisal. And finally, the value of loaned equipment cannot exceed its fair rental value.

Cash Flow

While developing a project budget an organization should address the two-fold question of cash flow.

- The relationship of the organization's disbursement needs with the funding or reimbursement process of the funding agency.
- A monthly measure of actual program expenditures versus planned program expenditures.

Many organizations have faced serious problems because they have overlooked these two components of cash flow. In few instances will state or federal agencies allow "as needed" disbursements. (A Letter of Credit from a federal agency would be an exception to this general rule.) In many cases the state or federal agency only allows vouchers. Organizations are reimbursed for expenses already paid out because the voucher represents payment for contracted services. This could be contrasted to foundation or corporate grants where a specific sum of money is granted per period based on planned project expenditures.

In either case an organization must gauge its actual cash needs for each period (e.g., start up periods, monthly allotments) and by each project. The organization must also develop and send out vouchers and disbursements in a timely manner and ensure that both are properly prepared. Finally organizations must monitor cash flows in every line item to prevent serious overruns or idleness of funds.

Finally, your budget section should not be excessively long. A long presentation usually demonstrates weak or poor organization. And, there is no need to inflate your budget because if your proposal is accepted the funding agency will generally fund the project to the penny.

Future Funding

This section shows the funder that you are looking into the future. Discussion should focus on several areas. Do you anticipate the possibility of a spin-off? In other words, what are the chances that the project can become free-standing after the funding period? Will you seek future funding from the same source and/or other sources? What are the implications for the project's continuation if outside support declines? Can your organization operate the project without outside funding, and if so, what are the plans to continue on?

What would it cost to operate any given program next year? Organizations would profit by analyzing past costs in each *line item* and estimating future cost of each line item considering:

- Inflation;
- Cost of living or other scheduled pay increases;
- Retirement benefits, vacation accrued, other fringes;
- Changes in social security deductions or workers' compensation laws; and
- Changes in rent, insurance, audits, postage, other normal expenses.

PART V. APPENDIX

The items which are often included in the proposal's Appendix or Appendices have been discussed in earlier sections of this handbook. To reiterate, those items are:

- Copy of the organization's 501.3c tax exemption letter from the Internal Revenue Service (IRS).
- List of board members, including addresses, and telephone numbers.
- Copy of the organization's most recent audit report, current financial statement and current operating budget.
- Copy of the organization's Annual Report.
- Resumes of key project staff to demonstrate qualifications and credentials.
- Letters of support from established community and neighborhood organizations familiar with the organization's work and credibility.
- News clippings and releases highlighting the organization's most recent achievements or immediate past accomplishments.
- Brochures of the organization describing its various programs and activities.

Make sure these items are packaged in a neat and orderly fashion. Nothing can be as frustrating to a proposal reviewer as to have to rumble through disorganized proposal packages to find out if all the required documents have been submitted. A good approach is to number and clearly label each document or group of material as an individual Appendix, and to refer to that Appendix by number in the body of the text.

PART VI. DIRECTORY OF FUNDING SOURCES

The following references can assist grant-seekers in researching funding agencies and writing grant applications. Some organizations may want to add a few of these publications to their reference collection. Keep in mind, however, that some of the publications may be too costly for organizations with limited budgets. It might be more practical (and certainly less costly) to visit the public library, university library or a foundation reference center to review these materials.

All phone numbers listed in this publication may be accessed via the State of Illinois TDD relay number: 800/526-0844. Most of the descriptive material in this section was taken from promotional material prepared by the publishers. The department gratefully acknowledges The Grantsmanship Center for allowing the use of copyrighted publication descriptions in this section.

Sources of Funding Information

¤ *Annual Register of Grant Support 1995.* 28th Edition. 1994. Reed Reference Publishing Company, P.O. Box 31, New Providence, NJ 07974, 800/521-8110, FAX 908/665-6688. Price: $185.00.

This guide to over 3,000 programs offering billions of dollars in non-repayable support shows how to unlock the funding potential of these sources. Organized by 11 major subject areas, it is a resource for all types of funding: nontraditional, such as educational associations and unions; and traditional corporate, private and public funding.

¤ *Catalog of Federal Domestic Assistance.* 28th Edition. 1994. Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402, 202/783-3238. Price: $50.00.

This government publication, which is available in many libraries, describes 1,353 federal government programs which provide funds or nonfinancial assistance to state and local governments, public agencies, organizations, institutions and individuals. Each entry includes an explanation of the objectives of the program, types of assistance provided, restrictions, eligibility requirements, financial information, application and award procedures, names of related programs and other information.

Update information on federal programs and grants awards appears in the daily *Federal Register*, which is also available from the Government Printing Office. Information given in the printed Catalog is also available online through the Federal Assistance Program Retrieval System (FAPRS) database (see "Electronic Resources"), and on floppy diskette or magnetic tape. For information write or call the Federal Domestic Assistance Catalog Staff, Reporters Building - Room

101, 300 7th Street, SW, Washington, D.C. 20407, 800/669-8331 or 202/708-5126.

¤ *Corporate Foundations in Illinois - A Directory.* Third Edition, by Ellen Dick. 1992. Ellen Dick, 838 Fair Oaks, Oak Park, IL 60302, 708/386-9385. Price: $35.00.

This biennial directory lists 125 Chicago-based corporate foundations as well as Illinois' Japanese foundations. Each entry includes addresses, telephone numbers, contact persons, officers, major products/services of parent corporation, in-kind services, areas of giving, limitation, geographic limitations, general information, deadlines, total assets, total grants, high-low-modal grants.

¤ *Corporate and Foundation Givers 1994.* Third Edition. The Taft Group, 835 Penobscot Building, Detroit, MI 48226, 800/877-8238, FAX 313/961-6083. Price: $210.00.

This two-volume set combines information on corporate and foundation funding sources. In addition to providing descriptive data on more than 4,000 foundations, the directory profiles approximately 1,500 corporate foundations and 2,400 corporate direct giving programs. It lists the top ten grants for each as well as details on eligibility requirements. It includes nine indexes: Headquarters State, Operating Location, Grant Types, Non-monetary Support Types, Recipient Types, Major Products/Industry, Officers and Directors, Grant Recipients by State, Master Index to Companies and Foundations.

¤ *Corporate 500: Directory of Corporate Philanthropy.* Thirteenth Edition. Public Management Institute/DataRex Corp., 358 Brannan Street, San Francisco, CA, 94107, 415/896-1900, ext. 88, FAX 415/896-0321. Price: $375.00.

The corporations profiled in this directory make more than 50 percent of all corporate donations. The directory profiles 580 companies which give over $250,000 annually to philanthropic causes. The "Grants at a Glance" feature provides an executive summary of each corporation's giving profile. Indexes provide access by eligible types of activity, contact persons, foundation officers and trustees, corporate headquarters, funding areas, geographic area of giving, grant recipients, main corporate subsidiaries and principal area of corporate business.

Corporate Philanthropy Online is included with a subscription to the directory, allowing time-limited access to all the information in the directory in database format. Subscribers can purchase additional access time. It can be used to search for any word or combination of words.

¤ *Corporate Foundation Profiles.* Eighth Edition. 1994. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $145.00.

This directory gives in-depth information on 228 of the largest corporate foundations in the U.S., each of which disburses more than $1.25 million annually. In addition to names and addresses of key personnel the book offers application guidelines and lists the giving priorities of companies. The corporate foundations' philanthropic activities are broken down by geographic area and types of support awarded. Recently awarded grants are described, and the amount of grant money that a foundation targets to specific populations (e.g., children and youth, minorities, the elderly) is shown. There is also a special appendix that provides less detailed financial data on 1,000 smaller corporate grant-makers.

¤ *Corporate Giving Directory 1994.* Fifteenth Edition. The Taft Group, 835 Penobscot Building, Detroit, MI 48226, 800/877-8238, FAX 313/961-6083. Price: $350.00.

This directory gives detailed data about the nation's 1,000 most important corporate donors, accounting for some $3.3 billion in cash and non-monetary support annually. It offers financial summaries, identifies typical recipients, analyzes contribution patterns and lists recent grants. In addition, it provides statements of corporate philosophy and priorities plus suggestions on how to approach particular corporations with requests for support. Biographical data on officers and directors, updated annually, can help grant-seekers identify potentially sympathetic decision makers.

¤ *Corporate Giving Yellow Pages.* Tenth Edition. The Taft Group, 835 Penobscot Building, Detroit, MI 48226, 800/877-8238, FAX 313/961-6083. Price: $88.00.

This desktop reference book contains 3,700 listings that include contact name, title, address and phone number for key personnel at the leading corporate foundations and corporate direct giving programs in the U.S. Updated annually.

¤ *Directory of Corporate Affiliations: 'Who Owns Whom'.* Reed Reference Publishing Company, P.O. Box 31, New Providence, NJ 07974, 800/323-6772. Price: $950.00.

This directory is especially helpful for tracking down the parent companies -- and corporate giving programs -- of subsidiaries that do business in your community. Even if a local firm doesn't have a giving program of its own, the company that owns it may. Each annual edition of the directory includes a summary of mergers, acquisitions and name changes that occurred during the preceding year. A "Corporate Responsibilities Index" at the back of the book lists corporate managers by job function -- a useful tool in deciding whom to approach for information about corporate giving programs.

¤ *Directory of Funding Sources for Community Development.* 1994. Oryx Press, 4041 North Central Avenue, Suite 700, Phoenix, AZ 85012-3397, 800/279-6799 or 602/265-2651, FAX 800/279-4663 or 602/265-6250. Price: $45.50.

This directory lists descriptions of more than 2,000 programs which offer funding opportunities for quality-of-life projects at the community level. This directory helps to locate grants that support: rural development, social service agencies and programs, improved access to health care, conservation efforts, arts and humanities projects, schools and education programs, business development, and construction programs. Funding programs sponsored by local and national sources are listed. Indexes list sources by Program Type, Subject, Sponsoring Organization and Geographic Area.

¤ *The Directory of Illinois Foundations.* Third Edition, edited by Gayle S. Barr. 1993. Donors Forum of Chicago, 53 West Jackson Boulevard, Suite 430, Chicago, IL 60604, 312/431-0265. Price: $60.00.

This directory provides detailed information on 300 foundations with assets of $100,000 or more and grants of $50,000 or more. Selected information is also included on another 1,400 foundations: breakdowns of assets, grants paid and number of grants paid by type of foundation. Indexes are listed by foundation name and type; city; county; program interests/areas of giving; trustees, officers, staff; types of support; and matching gifts.

¤ *Directory of New and Emerging Foundations.* Third Edition. 1994. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $95.00.

This directory provides access to information on the new foundations making grants in your geographic location and your subject area -- the new sources of funding most appropriate for your organization. Entries in the directory feature the facts needed when examining new funding sources: grant-making interests and limitations, names of trustees and officers, application procedures, addresses, contact names and financial data. Plus, many of the entries include grant descriptions to give further insight into funding priorities. Indexes help target the right grant-makers for your subject and geographic needs and find potential funders through the names of key personnel.

¤ *Directory of Research Grants.* Nineteenth Edition. 1994. Oryx Press, 4041 North Central Avenue, Suite 700, Phoenix, AZ 85012-3397, 800/279-6799 or 602/265-2651, FAX 800/279-4663 or 602/265-6250. Price: $135.00.

This directory provides information on over 6,000 government, corporate, organizational and private funding sources supporting genuine research programs in academic, scientific and technology-related subjects. Entries include contact name, sponsor's address and phone number; program description; requirements

and restrictions; funding amount; deadline dates(s); *Catalog of Federal Domestic Assistance* Program Number (for federal programs); and more. Includes indexes to subjects, sponsoring organizations and types of programs.

¤ *The Foundation 1000.* 1994. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $265.00.

This directory provides detailed information on the grant-making programs of the 1,000 largest U.S. foundations -- those which are responsible for approximately 60 percent of all foundation giving in the U.S. Each entry provides address and contact person, purpose and giving limitations statement, application guidelines, a complete review of the foundation's program interests and a list of key officials. Detailed grants analyses break down grant-making programs, documenting funding patterns by subject, recipient type, type of support, population group and geographic area. The directory also has an indexing system which allows grant-seekers to search by foundation name, subject field, type of support, geographic location, and names of officers, donors and trustees.

¤ *The Foundation Directory.* Sixteenth Edition. 1994. The Foundation Center, 79 Fifth Avenue, Dept. CZ7, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $195.00 for hardcover; $170.00 for softcover.

This directory contains newly gathered data on the nation's most influential foundations -- those that hold assets of at least $2 million or distribute $200,000 or more in grants each year. The volume provides information on over 6,700 of these grant-makers, 800+ of which are covered for the first time. The foundations featured hold assets in excess of $160 billion and donate well over $9 billion each year. The directory now includes descriptions of recently awarded grants to give grant-seekers an indication of a foundation's giving interests. Entries include application facts, financial data and program policies. Most entries include descriptions of recently awarded grants.

¤ *The Foundation Directory Part 2.* Third Edition. 1994. The Foundation Center, 79 Fifth Avenue, Dept. CZ7, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $170.00.

This directory is designed for nonprofit organizations that want to broaden their funding base with grants from mid-sized foundations, those with annual grant programs from $50,000 to $200,000. This volume features over 4,000 of these foundations, 900+ of which appear in the volume for the first time. These grant-makers contribute hundreds of millions of dollars to nonprofits each year, providing support for organizations on both the local and national level. Entries include application facts, financial data and program policies. Most entries include descriptions of recently awarded grants.

¤ *The Foundation Directory Supplement.* The Foundation Center, 79 Fifth Avenue, Dept. CZ7, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $110.00.

> This supplement to the Foundation Directories provides updated information on over 10,000 leading foundations. This publication now features new information on grant-makers featured in both the *Directory* and the *Directory Part 2*, providing the most recently available addresses, contact names, policy statements, application guidelines and financial data.

¤ *The Foundation Grants Index 1994.* 22nd Edition, edited by Ruth Kovacs. 1993. Annual. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $135.00.

> This Index provides a current and accurate source of information on recent grant-maker awards. The Index covers the grant-making programs of over 950 of the largest independent, corporate, and community foundations in the U.S. -- over 65,000 grant descriptions. This directory is designed to allow quick, effective grants-based research. Grant descriptions are divided into 28 broad subject areas such as health, higher education, and arts and culture. Within each of these broad fields the grants are listed geographically by state and alphabetically by name. Grant-seekers can locate grant-makers that have funded projects within a specific field, discover the foundations that favor a geographic area and target foundations by grants made to similar nonprofits.

¤ *Foundation Grants to Individuals.* Eighth Edition, edited by Carlotta, R. Mills. 1993. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $55.00.

> This is the only publication devoted exclusively to foundation funding prospects for individual grant-seekers. It compiles information on over 2,250 independent and corporate foundations, all of which award grants to individuals. It provides information on foundation support for education (scholarships, fellowships, loans and research); general welfare and medical assistance; arts and culture programs; awards, prizes and grants by nomination; grants to foreign individuals; and grants for company employees (education and general welfare). Six indexes help users target prospective grants by subject area, types of support (such as scholarships, loans or travel grants), geographic area, sponsoring company (for employee restricted awards), educational institution (for grants limited to specific schools), and the name of the foundation. An annotated bibliography refers individual grant-seekers to additional resources on funding opportunities in many subject categories.

¤ *Grant Guides*. Thirty individual titles. 1994. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $70.00 each.

This series of documents provides descriptions of hundreds of foundation grants (of $10,000 or more) recently awarded in a particular subject area. These documents will assist grant-seekers to locate major funders within a specific field, discover the grant-makers that favor a geographic area and target foundations by grants awarded to similar nonprofits. Thirty titles include: Aging; Alcohol and Drug Abuse; Children and Youth; Community Development, Housing and Employment; Homeless; Literacy, Reading and Adult/Continuing Education; Minorities; and Social Services.

¤ *Guide to Federal Funding for Governments & Nonprofits*. Sixteenth Edition. 1994. Government Information Services, 4301 North Fairfax Drive, Suite 875, Arlington, VA 22203-1627 or 800/876-0226, FAX 703/528-6060. Price: $289.95.

This three-volume directory provides quick access to thousands of federal grant opportunities. It can be used to research new funding possibilities, monitor current programs, and keep up with congressional action on funding sources. The directory provides seven to ten pages of information on each program, including eligibility requirements, appropriation information, restrictions, application information, funding potential, legislative citations and examples of previously funded projects. It also has three indexes.

As a supplement, purchasers of the directory receive a monthly *Grant UPDATE!* on current news and information involving federal grant programs including all recently enacted programs and potential new funding sources.

¤ *Guide to U.S. Foundations, Their Trustees, Officers, & Donors*. Two Volumes. 1994. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $195.00.

This reference book is the only published source of data on all U.S. grant-making foundations. It provides current and accurate information on over 35,700 private, corporate and community foundations. The Guide includes a comprehensive index to the individuals who establish, manage and oversee these foundations. Grant-seekers can use it to discover donors' philanthropic connections, target local funding prospects that appear in no other funding directory, learn more about the sources of previous gifts and locate additional information. Each entry includes address, phone number and contact name; donor information; giving amounts; publications for further research; giving limitations; and a list of key officials.

¤ *National Directory of Corporate Giving.* Third Edition, edited by Carlotta R. Mills. 1993. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $195.00.

This directory describes 1,700 major U.S. corporate foundations and 600 corporate direct giving programs. It supplies information about application procedures, key personnel, types of support generally awarded and giving limitations. Purpose and activities statements pertaining to each program are also included. The volume contains financial data about each listed company (complete with *Forbes* and *Fortune* ratings) as well as plant and subsidiary locations.

¤ *National Directory of Corporate Public Affairs.* Columbia Books, Inc. 1212 New York Avenue, NW, Washington, D.C. 20005. (No phone orders.) Price: $90.00.

Since corporate philanthropy is often tied to a company's overall public relations effort, this directory is a good source for pinpointing the logical officials to approach within many corporate hierarchies. It provides information on more than 2,000 major U.S. corporations and contains the names and titles of approximately 15,000 corporate personnel who handle community and public affairs (as well as government relations, lobbying and policy planning). In addition the book features concise descriptions of corporate foundations and charitable trusts. For firms that have an active foundation or corporate giving program, recent recipients of major gifts are also listed.

¤ *Special Events & Sponsors.* First Edition. 1995. Public Management Institute/DataRex Corp., 358 Brannan Street, San Francisco, CA, 94107, 415/896-1900, ext. 88, FAX 415/896-0321. Price: $495.00.

This directory can help the grant-seeker identify funding for a special event. It lists corporations which have funded special events in the past including a contact name and address, business profile, application process, eligibility and restrictions, geographic preference and the types of sponsorships they favor (i.e., sports, health, cultural or other events). This directory is also available online.

¤ *Standard & Poor's Register of Corporations, Directors and Executives.* Standard & Poor's, 25 Broadway, New York, NY 10004, 800/221-5277. Price: $595.00 (includes both the 1994 and 1995 editions plus three updates).

This three-volume directory is a comprehensive source of information about the people who run American business. Some 55,000 corporations and the names of more than half a million management personnel are listed. The book features brief biographies of 70,000 top executives; these include business as well as home addresses, directorships and college alma maters. A two-part "corporate family index," cross-referenced by subsidiary or division and by ultimate parent company makes it easier to research prospective corporate donors.

Technical Assistance Guides

¤ *111 Secrets to Smarter Grantsmanship.* 1992. Government Information Services in cooperation with Education Funding Research Council, 4301 North Fairfax Drive, Suite 875, Arlington, VA 22203, 703/528-1082, FAX 703/528-6060. Price: $37.95.

This booklet is packed with straightforward and concise tips for preparing winning grant proposals. GIS says its primary purpose is to provide assistance in developing winning proposals in both the public and private sectors and to provide a fresh look at the process of preparing proposals for funding. The publication covers: defining organizational goals and objectives, assessing the changes of winning dollars, resources, pre-proposal writing efforts, writing the formal proposal, why proposals fail and important miscellaneous considerations.

¤ *Basic Grantsmanship Library.* The Grantsmanship Center, 1125 W. Sixth Street, Fifth Floor, P.O. Box 17220, Los Angeles, CA 90017, 213/482-9860, FAX 213/482-9863. Price: $3.00.

This booklet lists key publications in private philanthropy, government grants and contracts, and fund raising.

¤ *The Foundation Center's Guide to Proposal Writing.* Jane C. Geever and Patricia McNeill. 1993. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $29.95.

This is an in-depth, instructional manual on the basics and finer points of this crucial nonprofit skill -- from pre-proposal planning, to the writing itself, to the essential post-grant follow-up. It also includes "insider information" -candid tips from grant-makers themselves on the "do's and don't's" of proposal writing. Written by professional fundraisers who have been creating successful proposals for more than 25 years, the Guide offers practical proposal-writing instruction.

¤ *The Foundation Center's User-Friendly Guide.* Third Edition, edited by Sarah Collins and Charlotte Dion. 1994. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $14.95.

This handbook answers the most common questions about grantseeking in an upbeat, accessible style. Designed for novice grant-seekers, the Guide will lead the reader through the maze of unfamiliar jargon and the wide range of resources used effectively by professional fundraisers. It covers: securing tax exemption; searching for potential funders with the most recent fund raising directories; using online services to gather data on potential grant-makers; writing grant proposals; seeking grants as an individual; and more. It also

features updated bibliographies and information on how to find individual donors.

¤ *Foundation Fundamentals.* Fifth Edition, edited by Mitchell F. Naufts. 1994. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $24.95.

This overview of the grantseeking process outlines all the basic procedures of funding research, teaching the skills needed to target the most receptive funders. It introduces the grant-seeker to a range of resources to use in gathering the facts to prepare a proposal. Coverage includes: using funding research directories and databases to develop a prospect list; targeting grant-makers by subject interest and geographic region; shaping a proposal to reflect the special concerns of corporate grant-makers; and presenting ideas to a funder.

¤ *From Idea to Funded Project.* Fourth Edition. Jane C. Belcher and Julia M. Jacobsen. 1992. Oryx Press, 4041 North Central Avenue, Suite 700, Phoenix, AZ 85012-3397, 800/279-6799 or 602/265-2651, FAX 800/279-4663 or 602/265-6250. Price: $22.50

This manual demonstrates how to cultivate an idea to its total funding potential and develop and refine the project to ensure success. It also addresses how to plan for successful implementation and administration of awarded funds. Appendixes identify additional reference materials and information sources as well as feature examples of application forms and other materials.

¤ *Getting Funded: A Complete Guide to Proposal Writing.* Third Edition, by Mary Hall. 1988. Continuing Education Press, P.O. Box 1394, Portland, Oregon 97207, 800/547-8887, ext. 4891. Price: $23.95.

This book is the successor to Mary Hall's 1971 benchmark work, *Developing Skills in Proposal Writing.* The book has been renamed because of its enlarged scope. Over half of the new book is devoted to proposals to foundations and corporations and also focuses on local, state and county funding sources, de-emphasizing the earlier version's concentration on federal funding. It offers suggestions on how fundseekers can strengthen their applications.

¤ *The Grass Roots Fundraising Book: How to Raise Money in Your Community.* Joan Flanagan. 1982, rev. Contemporary Books, Inc., 180 North Stetson Avenue, Suite 1200, Chicago, IL 60601, 312/782-9181. Price: $14.95.

This book covers raising money from three different sources: members, "believers" and the general public. It provides special events tips for nonprofits and an annotated bibliography.

¤ *The "How To" Grants Manual.* Second Edition. David C. Bauer. 1988. Oryx Press, 4041 North Central Avenue, Suite 700, Phoenix, AZ 85012-3397, 800/279-6799 or 602/265-2651, FAX 800/279-4663 or 602/265-6250. Price: $27.95.

This manual illustrates how to organize a grantseeking effort and includes important advice about how to develop a proposal that links the needs of the institution to the priorities of the funder. Researching the various funding sources is described along with information about the differences between seeking government and private support. The contents also include organizing proposal-development workbook, developing and evaluating proposal ideas, choosing the correct marketplace, foundation funding, source research tools and advice on how to contact a private funding source.

¤ *How to Use the Catalog of Federal Domestic Assistance.* The Grantsmanship Center, 1125 W. Sixth Street, Fifth Floor, P.O. Box 17220, Los Angeles, CA 90017, 213/482-9860, FAX 213/482-9863. Price: $3.00.

This booklet outlines a step-by-step approach to using the Catalog of Federal Domestic Assistance.

¤ *The Individual's Guide to Grants.* Judith B. Margolin. 1983. Plenum Publishing Corporation, 233 Spring Street, New York, NY 10013, 800/221-9369 or 212/620-8000, FAX 212/807-1047. Price: $19.95.

This how-to approach for individuals who have little experience in grant-seeking will also be useful for faculty researchers or representatives of tax-exempt groups. The information on funding sources and proposal writing is standard, but the material on idea development, "quasi-affiliation" with organizations, finding sponsors for projects and follow-up alternatives is not readily found elsewhere.

¤ *The Literature of the Nonprofit Sector.* Volumes I through V. 1989 to 1993. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $180.00 for the set or $45.00 to $55.00 each.

This bibliography lists references in fund raising, foundations, corporate giving, nonprofit management, voluntarism and more. For quick and easy research, the entries are divided into 12 broad subject fields such as foundations, proposal development and corporate philanthropy. Many of the entries are abstracted. Subject, title and author indexes help to target sources. Volume I provides a selection of Foundation Center holdings through 1989; subsequent volumes update the bibliography with listings of more recent acquisitions.

¤ *Program Planning and Proposal Writing, Introductory Version.* The Grantsmanship Center, 1125 W. Sixth Street, Fifth Floor, P.O. Box 17220, Los Angeles, CA 90017, 213/482-9860, FAX 213/482-9863. Price: $3.00. (12 pages.)

This publication takes the reader step-by-step through the proposal writing process.

¤ *Program Planning and Proposal Writing, Expanded Version.* Norton J. Kiritz. 1980. The Grantsmanship Center, 1125 W. Sixth Street, Fifth Floor, P.O. Box 17220, Los Angeles, CA 90017, 213/482-9860, FAX 213/482-9863. Price: $4.00. (48 pages.)

Recognized by many fund raising consultants as the authoritative booklet on writing proposals, this publication outlines grant application procedures and a standardized application format which has been adopted by many government agencies and private foundations. It also describes appropriate cover letters and provides examples.

¤ *Proposal Checklist and Evaluation Form.* The Grantsmanship Center, 1125 W. Sixth Street, Fifth Floor, P.O. Box 17220, Los Angeles, CA 90017, 213/482-9860, FAX 213/482-9863. Price: $3.00 for 10 copies.

This documents covers the essential points in proposal writing.

¤ *Proposal Planning and Writing.* Lynn E. Miner and Jerry Griffith. 1993. Oryx Press, 4041 North Central Avenue, Suite 700, Phoenix, AZ 85012-3397, 800/279-6799 or 602/265-2651, FAX 800/279-4663 or 602/265-6250. Price: $29.50.

This is a self-help book for first-time proposal writers and planners, or those outside of large organizations and academic environments who are without easy access to sources and materials. It features a concise, straightforward and topical approach to grantseeking including specific examples of how to find grants and how to write proposals. The authors share tips on how to keep efficient records of your funding search on a personal computer. It includes outlines, charts and examples.

Periodicals/Newsletters

¤ *The Chronicle of Philanthropy.* P.O. Box 1989, Marion, OH 43305-1989, 800/842-7817, FAX 202/223-6292. Price: $67.50 per year.

The Chronicle covers nonprofit and philanthropic activity. Every other week the Chronical brings news of corporate and individual giving, foundations, fund raising, taxation, regulation and management.

¤ *Corporate Community Relations Letter.* The Center for Corporate Community Relations, Boston College, Chestnut Hill, MA 02167, 617/552-4545. Price: $115.00 per year.

> Published ten times per year, this newsletter provides current information on the ways corporate donors are addressing community needs. Recent articles have focused on "employee-driven giving" programs, cause-related marketing and international grant-making.

¤ *Corporate Giving Watch.* The Taft Group, 835 Penobscot Building, Detroit, MI 48226, 800/877-8238, FAX 313/961-6083. Price: $139.00 per year.

> This 16-page monthly newsletter is designed to supplement the information in Taft's annual *Corporate Giving Directory.* Stories about new funding opportunities for nonprofits are featured; there is also straightforward analysis of recent giving trends.

¤ *Corporate Philanthropy Report.* Capitol Publications, 1101 King Street, Alexandria, VA 22314, 800/655-5597, FAX 703/793-6517. Price: annual subscription for nonprofits is $165.00.

> This periodical covers giving programs from U.S. and multinational companies and identifies useful ways for nonprofits to take advantage of alternative forms of support (e.g., pro bono representation by major law firms).

¤ *Exchange News!.* Community Information Exchange, 1029 Vermont Avenue, NW, Suite 710, Washington, D.C. 20005, 202/628-2981, FAX 202/783-1485. Price: $65.00 per year (or $50.00 for community-based nonprofits serving a single community).

> This periodical covers a broad range of public and private sector funding news, focusing on practical information for practitioners -- community-based organizations and their partners. It addresses affordable housing, economic development, social services and related topics. It provides summaries of *Federal Register* funding announcements, announces upcoming funding deadlines and updates major federal legislative actions. This publication also provides information about upcoming conferences and training workshops, job openings in the field and new publications.

> Subscribers will also receive the quarterly *Strategy Alert.* Each issue examines one strategy in community-based development, shows how communities are creatively designing new solutions to problems, and offers tips on funding, technical assistance, publications and other resources.

- *Federal Assistance Monitor.* CD Publications, 8204 Fenton Street, Silver Spring, MD 20910, 800/666-6380 or 301/588-6380, FAX 301/588-6385. Price: $244 per year.

  This newsletter provides a comprehensive review of federal funding announcements, private grants, rule changes and legislative actions affecting all community programs including social services, arts, education and health -- plus tips on finding funding. Subscription provides 24 issues per year. (CD Publications also publishes specialized newsletters targeted to funding for Education, AIDS, Children & Youth, Community Health, Crime Prevention, Disability, Families in Crisis, Mental Health, Substance Abuse, Aging and Housing.)

- *The Foundation Grants Index Quarterly.* The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $85.00 per year.

  Four times a year this subscription service provides descriptions of recently awarded grants. Each issue contains over 5,000 descriptions of recently awarded foundation grants; updated information on key changes in foundation personnel, giving policies and application guidelines; and listings of new annual reports, grant lists and other publications issued by foundations.

- *The Funding Connection.* 5650A South Sinclair Road, Columbia, MO 46203-9496. Price: $45.00 per year.

  This quarterly publication offers solutions and information related to nonprofit funding. It offers insight from the funders themselves about what grant-makers are looking for in their applications. Legal consulting is provided, focusing on business and tax information. Subscribers can also benefit from strategic planning and market research as well as techniques for improving grant proposal writing.

- *The Grantsmanship Center Magazine.* The Grantsmanship Center, 1125 W. Sixth Street, Fifth Floor, P.O. Box 17220, Los Angeles, CA 90017, 213/482-9860, FAX 213/482-9863. Price: FREE.

  This magazine for managers and staff of nonprofit organizations contains articles, announcements and publication listings on nonprofit management, training, fund raising and grantsmanship. It includes a complete listing of the Center's three- and five-day workshops throughout the country. This magazine is published by The Grantsmanship Center, the world's oldest and largest training organization for the nonprofit sector. Since it was founded in 1972 the Center has trained more than 50,000 staff members of public and private agencies in grantsmanship, program management and fund raising.

¤ *Local/State Funding Report.* Government Information Services, 1611 North Kent Street, Suite 508, Arlington, VA 22209, 703/528-1000, FAX 703/528-6060. Price: $289.00 per year.

This weekly publication (50 issues per year) profiles select federal program grants and activities of particular interest to local and state government agencies. It also is applicable for use by nonprofits seeking up-to-date profiles on social and economic federal grant programs.

As a supplement to the Report, subscribers receive *Grant Alert! Federal Register/Commerce Business Daily Notices* which highlights final federal regulations, interim and proposed regulations, announcements, and publication pertaining to federal programs and proposals.

¤ *The NonProfit Times.* Monthly. The NonProfit Times, 190 Tamarack Circle, Skillman, NJ 08558, 609/921-1251, FAX 609/921-6226. Price: $59.00 per year. (Distributed free of charge to full-time nonprofit executives who work for organizations with annual gross income greater than $500,000 per year.)

This monthly newspaper is the leading publication for nonprofit news, marketing and management. It covers news and features on fund raising techniques and hazards; issues related to foundations, development, boards of directors and management; and highlights major conference, workshops and seminars of interest to nonprofits.

Electronic Resources

¤ *Access Illinois.* Access Across America, Inc., 155 Pinehurst Drive, Springfield, IL 62704, 217/698-9003, FAX 217/793-6247.

This computerized on-line information service includes information from many state agencies, the Illinois State Chamber of Commerce and other organizations which may be able to respond to inquiries and provide publications, data and other informational resources to grant-seekers. The service is free-- users only pay for the cost of the phone call. To utilize the system one must have a personal computer, communications software and a modem. The number for Access Illinois is 217/787-6255, with settings: ANSI, 8,N,1.

¤ *DIALOG Online Access.* The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677.

The Foundation Center maintains two databases that are updated on an ongoing basis -- one providing information on grant-makers (File 26), the other on the grants they distribute (File 27). Both databases can help expand a nonprofit's list of funding prospects. For further information about online access to the

Foundation Center's databases through DIALOG contact DIALOG at 800/334-2564. To learn more about which online utilities provide "gateway" access, or for free materials on how to search these files, call the Center's Online Support Staff at 212/620-4230.

¤ *DIALOG User Manual and Thesaurus.* 1992. The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836 or 212/620-4230, FAX 212/807-3677. Price: $45.00.

The Center offers this manual to facilitate foundation and corporate giving research in DIALOG's powerful and flexible databases. This book will help the grant-seeker retrieve essential facts quickly and easily on who's funding projects in a subject or geographic area.

¤ *Federal Assistance Programs Retrieval System (FAPRS).* Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402, 202/783-3238. Price: $50.00.

This system is a computerized question-answer system designed to provide rapid access to federal domestic assistance program information. The user inputs the type of applicant (e.g., state or local government, nonprofit, small business, etc.), the type of assistance wanted (e.g., grants, loans), and the specific functional categories and subcategories of interest. Based upon this input the system provides a list of program numbers and titles, the full text of selected programs or specific sections of the program text. Keyword searches are also possible. Each month the Federal Register abstracts of new or changed programs and program deadlines are updated on FAPRS.

For information on FAPRS, write or call the Federal Domestic Assistance Catalog Staff, Reporters Building - Room 101, 300 7th Street, SW, Washington, D.C. 20407, 800/669-8331 or 202/708-5126.

¤ *The GRANTS Database.* Oryx Press, 4041 North Central Avenue, Suite 700, Phoenix, AZ 85012-3397, 800/279-6799 or 602/265-2651, FAX 800/279-4663 or 602/265-6250.

Nearly 10,000 individual grants are described in this database, representing more than $7 billion in non-repayable funding opportunities. Grant-seekers can use this database to find applicable funding for specific programs, plan proposal strategies, anticipate deadlines, meet special requirements, determine changes in contact names and addresses, and contact sources via their Internet e-mail addresses. This database is available from ORYX in two formats:

- GRANTS Database Online -- For the most current information possible, the Online version of this database is accessible through DIALOG Information Services (updated monthly). Call 800/334-2564 for information.

- GRANTS Database OnDisc -- This database is available on DIALOG's compact disc and can be used on IBM PC/compatible or Apple Macintosh with a CD-ROM drive. Updates are made bimonthly. Yearly subscription fee is $850 (without CD-ROM drive) or $1,500 (with CD-ROM drive). For other features, system requirements or additional information, call DIALOG Marketing at 800/334-2564 or 415/858-3785, FAX 415/858-7069.

¤ The GRANTS Subject Authority Guide. 1991. Oryx Press, 4041 North Central Avenue, Suite 700, Phoenix, AZ 85012-3397, 800/279-6799 or 602/265-2651, FAX 800/279-4663 or 602/265-6250. Price: $29.50.

Online searchers of *The GRANTS Database* can plan the most accurate search strategies possible using this Guide. It features the 2,421 subject terms used to index the database. More than just a list, the Guide also features "see" and "see also" references to help users target the most appropriate files.

¤ *ILLINET Online.* Illinois State Library, Public Services Section, 300 South Second Street, Springfield, IL 62701-1796, 800/665-5576 or 217/782-7596, FAX 217/524-0041, TDD 217/524-1137 or TDD voice users 800/526-0857.

ILLINET Online is a computerized library catalog that provides descriptive information about library materials located at member Illinois libraries. This system can be used to locate a specific item or to do broad research on a topic. Searches for items can be done by using authors' names, words from titles, subject headings, library call numbers, ISBN numbers or other information. The system is designed to search the collection of a specific library, all libraries in a region of the state or all 800 participating libraries at once. The Intersystems Library Delivery Service allows the free delivery of items between Illinois libraries at no charge to the library or the borrower.

ILLINET Online is available on over 1,400 terminals located in Illinois libraries which are members of the Library Computer Systems Organization. Additionally, anyone with a personal computer or terminal equipped with a modem may dial into ILLINET Online. No special authorization is required and there is no usage charge. The access numbers within Illinois area codes are listed below. Users are encouraged to use the nearest number.

217/782-9606	309/452-5623	708/295-0077
217/786-6286	309/836-2050	708/355-9528
217/333-8269	309/799-7347	
618/453-8091	815/753-1863	312/996-8844
618/692-2903		

ILLINET Online is also available on the Internet.

Additional References

¤ *The U.S. Government Printing Office* in Chicago sells several publications of interest to individuals, businesses and the nonprofit sector. Contact the office's bookstore for information on obtaining a catalog of listings: Federal Government Bookstore, 401 South State Street, Suite 124, Chicago, IL 60605, 312/353-5133.

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